

TERMS OF REFERENCE & REQUEST FOR PROPOSALS (RFP)

FSD AFRICA - RECRUITMENT & HEADHUNTING SERVICES

1. Introduction

Financial Sector Deepening Africa Limited (“FSD Africa”) wishes to contract an experienced firm (“the Consultant”) to provide Recruitment services for various roles. As an organisation, we need to ensure that we select and onboard the best talent for our various specialist and senior roles, in order to fulfil our mandate of reducing poverty by strengthening financial markets across sub-Saharan Africa

2. Background

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 innovative ideas to build and strengthen financial markets across Africa. It works to reduce poverty by strengthening Africa’s financial markets by tackling the most intractable financial market challenges in Africa - including deepening domestic capital markets through addressing the lack of long-term finance, especially in local currency, developing the capacity and pipeline for green finance and on financial innovation in particular digitisation to support increased financial inclusion, particularly for vulnerable groups.

FSD Africa intends to engage a recruitment agency on a retainer basis to provide the following services on a position-by-position basis for specific job vacancies. The ideal firm will have an already established vast network of potential candidates from Africa, UK and any other designated countries. The ideal firm will also have substantial experience recruiting for positions within the financial sector, as well as for international not for profit organizations.

2.2 FSD Africa - what does it do?

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 (eg. through research) to ensure it achieves its objectives.

FSDAi has committed capital of over £100 million from FCDO, of which £44m will be invested by end March 2021. It provides early-stage and risk-bearing capital to financial firms, funds etc. in support of FSD Africa’s broader financial market-building goals.

FSD Africa has three primary functions:

- *It funds innovation:* using concessional capital, grants and technical assistance to invest in innovative financial firms and new delivery models
- *It strengthens regulation and market information:* providing grants and technical assistance to support regulators and policymakers and to create better quality, and more accessible, market information

- *It shares knowledge and builds skills:* strengthening capacity of market actors by facilitating knowledge transfer, creating new partnerships, and convening learning events.

It delivers programmes where the potential for impact is greatest. A comprehensive assessment of FSD Africa's impact since inception can be accessed in its recent [Impact Report](#) in which the following are highlighted:

- Capital mobilisation: £1.53 billion of long-term capital catalysed, including through its investments in the African Local Currency Bond Fund, which invests in local currency bonds issued by African corporates, and Frontclear, which provides guarantees to develop interbank lending markets
- Access to financial services: over 5.5 million people reached with improved access to financial services
- Regulatory reform: over 130 discrete pieces of regulation created or strengthened
- Technical and professional skills: 5,700 students obtaining certification through the Digital Frontiers Institute; 4,000 capital market practitioners obtaining a professional capital markets qualification through the Chartered Institute for Securities & Investment

2.3 New strategy - Financing a Sustainable Future in Africa

Following the recent announcement of changes to the UK development budget, FCDO has reaffirmed its support for FSD Africa as a regional financial market development programme and has invited FSD Africa to construct a new strategy around the following core areas:

- Capital Markets
- Green Finance
- Fintech and Financial Innovation

It has also signalled some geographic priorities in line with FCDO's emerging priorities (see below) although FSD Africa will still pursue a regional strategy.

The new strategy, in which environmental considerations will feature prominently, will be an opportunity for FSD Africa to continue using financial market development to support Africa's recovery from Covid-19, leveraging the relationships and networks that it has in over 30 countries across Africa, and double down on its work in green finance, helping to build a future for the continent that is greener, cleaner and fairer.

The focus will be on mobilising investment capital for Africa, delivering both environmental and social outcomes, helping government champions across the continent drive transformational, pro-investment policy reforms, developing innovative transactions to fund Africa's green transition and protect its urban and natural spaces. FSD Africa, in this new programme phase, will help African countries access global green capital, work their way back from the shock of Covid-19, deliver a more equitable economic future for their citizens and play a full part in the international effort - to make the world a greener, safer place.

FSD Africa therefore plans to work in the following areas in future:

Theme	Focal areas
Capital Markets	To promote increased availability of domestic financing for private sector. Work will centre on transformational policy and regulation to create new vehicles, instruments etc. that channel capital to where it is needed.
Green Finance	Green regulatory reform to build the foundation of a conducive green investment environment in Africa. Acceleration of Africa's green finance markets by catalysing innovative, investable green transactions alongside regulatory reforms.
Fintech and Financial Innovation	To support digital transformation to drive structural economic development and protect the vulnerable. 1. FinTech 2. Remittances 3. Trade finance 4. Regulating for innovation

While FSD Africa expects FCDO to be its largest funder for the foreseeable future, it will be exploring opportunities to diversify its funding sources and has already initiated some discussions to that end.

3. Why Recruitment

FSD Africa seeks experienced firms to provide Recruitment Services. The purpose is to target recruitment firms with experience in executive recruitment & specialist roles to enable us to access a wide array of diverse talent for various roles in FSD Africa. The firms must have a wide talent base in Africa and where appropriate, globally.

4. Objective

The overall objective is to facilitate recruitment of diverse high calibre talent that can deliver on our mandate and are also a culture fit for FSD Africa. By ensuring we have an extensive pool of recruitment firms, we will then be able to leverage on their specific areas of expertise.

The purpose of this call for the terms of reference is, therefore, to enable FSD Africa to identify a consultant(s) who may be engaged to the Human Resources & Talent Management (HR&TM) pillar and various pillars in talent acquisition

Bidders will be expected to Demonstrate the following:

- a) The firm must demonstrate experience in executive and specialist recruitment.
- b) Wide networks on Talent within the African Continent and globally and Strong network and database of candidates in non-traditional roles e.g., Digital Economy, Green Finance.
- c) Experience in recruitment for other similar organisations in financial services or development sector will be an added advantage
- d) Ability to scope and contextualise organisation needs and draft winning recruitment strategies
- e) Ability to engage hiring managers and work with HR & TM on positions briefs and monitor implementation plan throughout the process to successful completion

- f) Ability to attract high calibre candidates that respond to role requirements and FSD Africa profile / competencies
- g) Assist with the drafting and placement of advertisements in relevant media, based on job descriptions, and to handle subsequent responses.
- h) Use private networks where appropriate to reach out to prospective candidates. FSD Africa will be keen to appoint candidates from the African continent but will consider candidates from across the world, where appropriate or necessary.
- i) Ability to use different assessment tools to support the selection process
- j) Use this long list to prepare a short list of candidates. Shortlisted candidates must be seriously interested in the role for which they are applying, as well as willing to be based in Nairobi and paid in line with FSD Africa's pay scales. Interest must be ascertained and validated through preliminary, fact-finding interviews with the Consultant.
- k) Present shortlists to the manager in charge of each recruitment at FSD Africa and discuss the subsequent process of recruitment, including mobilising and supporting subsequent interviews
- l) Ability to conduct due diligence and have existing tools to manage credible background checks for recommended candidates

6. Timing & Deliverables

The consultant will be required to deliver on the following;

Searching and headhunting. Recruitment agency shall explore prospective candidates from its rich database, other sources, and/or by headhunting to match the skills and qualifications required by the specific job description. To achieve this, the agency may be required to undertake labour market analysis, tap networks of professional affiliations, and leverage social media and other non-traditional methods of candidate sourcing.

Identifying. Recruitment agency will analyze profiles identified or received through applications or other sources and identify the ones who match the position profile.

Shortlisting. Recruitment agency shall then share a shortlist of a maximum of ten of the most qualified prospective candidates to FSD Africa for final interviews and selection. If any of the shortlisted candidates do not meet the hiring managers' expectations, FSD Africa may ask for additional candidates to be added to the shortlist.

Assessing. Recruitment agency will invite potential candidates to be assessed. Recruitment agency will conduct both oral and written assessments aimed at testing each individual's potential. Recruitment agency will coordinate and setup interview appointments with the FSD Africa hiring panel and hiring manager.

Reference Checking. Recruitment agency shall perform reference checks of two to three referees provided by the prospect candidates. References checks may be performed for one to three of the top interviewed candidates per position.

The contract awarded to the successful bidder will be for a period of 2 years subject to available funds and performance of the assignments. The contract will also be on a drawdown basis

7. Request for proposals

FSD Africa is inviting bids from suitably qualified, shortlisted consultants or consultancy firms.

Your proposal should contain:

- Confirmation of whether you are bidding to provide head-hunting services, recruitment support, or both
- Names and CVs (maximum 3 sides of A4 paper each) of key individuals; outline of team structure
- A summary of your experience in providing the kind of support called for in these Terms of Reference
- A description of your understanding of the role that you, as the Consultant, would play, as outlined in these Terms of Reference
- A description of how you intend to fulfil the Services and what typical timelines would be for each appointment
- An estimated budget for professional fees and reimbursable expenses relating separately to head-hunting service and/or recruitment support. (Refer to Annex 1) It is anticipated that while head-hunted roles might incur fees that relate to the position's gross salary, recruitment support should be on a flat-fee basis for each appointment. This will be based on the grade that is targeted for recruitment from Administration to Director levels
- **Fee quotes should include:**
 - o the cost of support for all phases of the process up to presentation of shortlists, as well as the cost of supporting the interview phase, in case such support is requested. Importantly, in the case of head-hunting services,
 - o the budget should specify a charging basis in circumstances where FSD Africa chooses to hire a candidate whom the Consultant did not initially find themselves, e.g. if a current employee of FSD Africa decides to apply for another post being advertised.
 - o Fees quoted should also include the cost of Psychometric tests as a separate cost and in the event the consultant does not carry out any psychometric tests, the same should be indicated in the bid
 - o Fees should include the cost of different levels of recruitment from Administration, Specialist, Senior managers to Director levels where appropriate.
 - o The recruitment firm should also provide a cost for every additional hire for the same role e.g. where we have two positions to fill or if we need them to undertake another recruitment for a different role but for a similar level.

Your proposal, which should not exceed 10 pages (excluding annexures), should be sent by email to FSD Africa at bids@fsdafrica.org on or before 12noon EAT **Monday 11th October 2021** under a subject line reading '**Invitation to tender: Provision of head-hunting services, recruitment support, or both**

- **Basis of award**

FSDA will award a contract either jointly or separately for the provision of headhunting services and recruitment support to the most economically advantageous tender based on the following criteria:

Mandatory requirements
Firm must be a well-established search company, with strength and depth at both team leader and executive level
Firm must demonstrate a proven track record of success in search assignments for Leadership roles, Executive and specialist roles in the financial and development sectors in Africa
Wide networks on Talent within the African Continent and globally for good talent
Strong network and database of candidates in non-traditional roles e.g. Digital Economy, Green Finance.
Ability to scope and contextualise organisation needs and draft winning recruitment strategies

Assessment criteria	Weighting (%)
Relevant Experience Relevant, demonstrated experience and track record of firm, especially relating to appointments in the financial and development sectors in Africa, UK and the rest of the World	25
Key Personnel Demonstrated expertise of key individuals to be involved in this project - specifying the individuals' (i) understanding of FSDA's mission and (ii) involvement in placing successful candidates in relevant fields	20
Technical Proposal - Project Approach/Methodology. Proposed Work Plan Content, quality and originality of proposal - preference will be given to a firm which (i) is prepared to use innovative approaches to identify long/shortlisted candidates; (ii) is persuasive in describing the way it intends to validate candidates' alignment with FSDA's mission and (iii) proposes innovative methodologies for the interview process itself	30
Cost Proposal Fee basis and total cost FS = 25% x LB/BP where:	25

Assessment criteria	Weighting (%)
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 25%.	
Fee quoted must be inclusive of applicable withholding tax	
Total	100

8. Contacts

Questions or comments in respect of this request for Expressions of Interest should be directed to bids@fsdafrica.org. on or before 12 noon (EAT) **29th September 2021** and a response will be provided on 5PM (EAT) **1st October 2021**

9. 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>			