

TERMS OF REFERENCE

KCDF ESG FRAMEWORK DEVELOPMENT AND TRAINING

REF: KCDF/ESG/ 01/2026

1. Introduction

Who we are:

The Kenya Community Development Foundation (KCDF) is a public charitable foundation founded in 1997 that supports sustainable community-driven development in Kenya. KCDF supports communities and duty-bearers to sustainably organise and address systemic barriers that perpetuate power imbalances, social injustice, and poverty, hindering sustainable development.

We invest significant resources to build, strengthen, and sustain the core capacities of KCDF's communities by developing thoughtful, long-term collaborations with other actors, including governments, non-profit organisations, the private sector, and individuals, to advance social justice.

Our vision is flourishing and resilient communities.

Our mission is to promote social justice and the sustainable development of communities.

KCDF's Values

KCDF's work is guided by core values that inform every aspect of KCDF's operations, from programme design and implementation to partnerships and resource mobilisation.

These include:

- i. **Equity:** We promote equal economic, political, and social rights and opportunities.
- ii. **Respect:** We believe that the rights and dignity of every human being are to be upheld, irrespective of their social standing or any other circumstance.
- iii. **Integrity:** We are committed to transparency, accountability, and efficiency in all KCDF's dealings with others.
- iv. **Collaboration:** We believe in collaborating with partners and other collaborators in a dedicated manner to achieve shared targets and goals.
- v. **Innovation:** We value reflection, learning, and innovation and strive to evolve, promote, and share best practices with others

KCDF Work Approach:

KCDF works through the following key approaches:

1. **Community engagement and organising:** Working through organised community groups and associations as vehicles to scale up desired changes.
2. **Community philanthropy:** Encouraging the growth of community giving and shifting mindsets from dependency to independence for ownership and sustainability.

Physical Address

4th Floor, Morningside Office Park, Ngong Road, P.O. Box 10501-00100, Nairobi, Kenya

Telephone & Mobile

(254-20) 8067440/01/01/3540239
(254) 722168480 / (254) 736449212

Email

info@kcdf.or.ke

3. **Organisational strengthening:** Investing in the capacity strengthening of community organisations to scale up and sustain transformative change.
4. **Partnerships and networking:** Fostering collaborative partnerships with like-minded organisations to address complex development challenges jointly.
5. **Advocacy and policy influencing:** Supporting communities to influence decision-making and policies for positive systemic change and quality service delivery.
6. **Endowments and asset development:** Building long-term assets and endowments that generate resources for the sustainability of community development initiatives

KCDF Focus Areas:

KCDF's focus areas target interventions in the following areas:

- Community-Led Development,
- Entrenching Philanthropy,
- Enabling Environment, and
- Institutional Effectiveness.

With a footprint in all 47 counties of Kenya, the Foundation has been linking and working with various medium-sized local, regional and national Civil Society Organisations (CSOs) to directly implement development initiatives or do so through facilitation and grant-making.

2. Purpose of the assignment

To strengthen institutional effectiveness and sustainability, KCDF recognises the critical importance of integrating Environmental, Social, and Governance (ESG) principles across all facets of its operations. This integration aligns with KCDF's commitment to environmental sustainability, social justice, gender equity, inclusion, adaptive learning, and robust governance.

Objective of the Consultancy: The primary objective of this consultancy is to provide expert technical support to KCDF to:

1. **Conduct a comprehensive ESG audit** of KCDF's operations, programs, and governance structures, assessing compliance with:
 - Good international ESG and Socially Responsible Investment practices,
 - Applicable Kenyan environmental and social legislation,
 - KCDF's strategic commitments to sustainability, community empowerment, and social justice as outlined in the 2024-2028 Strategic Plan.
2. **Develop KCDF's environmental, social, and governance management framework**, including policies and procedures, identifying gaps and recommending enhancements to align with contemporary ESG standards and KCDF's evolving strategic priorities.

Physical Address

4th Floor, Morningside Office Park, Ngong Road, P.O. Box 10501-00100, Nairobi, Kenya

Telephone & Mobile

(254-20) 8067440/01/01/3540239
 (254) 722168480 / (254) 736449212

Email

info@kcdf.or.ke

3. **Provide strategic guidance and support to design, structure, and implement KCDF's ESG vision, mission, strategy, metrics, and targets**, ensuring integration with KCDF's overall strategic objectives and programs. This includes proposing an actionable ESG policy and operational procedures that foster adaptive management, climate resilience, gender equity, inclusion, risk management, and accountability.
4. **Develop and deliver a capacity-building program and training for KCDF staff and key stakeholders, including Directors**. This will focus on enhancing their understanding, ownership, and operationalisation of ESG principles within their respective functions. This will enable KCDF to embed ESG considerations effectively into future programming, partnerships, resource mobilisation, and institutional governance, as well as reporting requirements.

3. Scope of Work

The consultant(s) is expected to:

- a. Undertake a baseline ESG audit covering all organisational functions, including programs, partnerships, resource mobilisation, finance, governance, and community engagements.
- b. Benchmark KCDF's ESG practices against national regulations and international best practices in community philanthropy and development foundations.
- c. Collaborate with KCDF leadership, Senior Management, and relevant teams to co-create ESG management systems and tools.
- d. Facilitate workshops and training sessions tailored to the staff and directors' roles to build ESG capacity.
- e. Support the development of monitoring, evaluation, and learning approaches for ESG integration to enable adaptive management.
- f. Recommend a roadmap for phased ESG implementation aligned with KCDF's strategic implementation plan (2024-2028).

4. Key deliverables

Expected deliverables of the assignment include:

- a. ESG Audit Report with gap analysis and compliance assessment.
- b. Final ESG Policy, procedures, and management framework documents.
- c. ESG Strategic Framework, including vision, mission, strategic objectives, metrics, and targets.
- d. Training materials and capacity-building workshop reports.
- e. Implementation Roadmap for ESG integration aligned with KCDF's Strategic Plan.

Physical Address

4th Floor, Morningside Office Park, Ngong Road, P.O. Box 10501-00100, Nairobi, Kenya

Telephone & Mobile

(254-20) 8067440/01/01/3540239
(254) 722168480 / (254) 736449212

Email

info@kcdf.or.ke

5. Proposed Methodology

The consultant is expected to propose a methodology that effectively results in the expected deliverables as outlined in these Terms of Reference. A participatory approach and critical reflection by the Board, Management, Staff and key stakeholders will make the process meaningful.

6. Qualifications and Expertise

KCDF will make its selection based on the technical quality of proposals, by an evaluation of the competence and experience of the firms, their proposed methodology, and the profile, qualifications, and relevant experience of key personnel and staff proposed for the project. The Consultant will propose a project team that shall include, among them, not less than three identified key personnel to address the specific work tasks and deliverables described above and shall provide a detailed curriculum vitae (CV) of the identified Key Personnel.

It is envisaged that the firm and the project team shall have at least five (5) years' experience in this sector and meet the following minimum criteria:

- Academic qualifications in environmental and social management, climate change adaptation and mitigation or related field.
- Demonstrated experience in environmental and social audits, development of environmental and social management systems, and in structuring and implementing environmental and social governance initiatives for organisations.
- Proven experience in facilitating multi-stakeholder engagement, capacity building, and public consultations.
- Strong client relationship management skills, including the ability to develop and maintain mutually beneficial stakeholder relationships with senior management.
- Ability to develop frameworks, financial templates, legal templates and guidelines for the implementation of ESG initiatives within organisations.

All members of the project team, at all levels of seniority, should be clearly identified with their qualifications and relevant experience specified. If the proposed project team comprises individuals (or specialised entities) that are not regular full-time employees of the Consulting Firm, these individuals and their institutional affiliation should be clearly identified.

7. Supervision

The Executive Director will be the Key liaison person for this work and supported by the Programmes Director, who will provide all documents needed on time and coordinate all the necessary participatory meetings.

Physical Address

4th Floor, Morningside Office Park, Ngong Road, P.O. Box 10501-00100, Nairobi, Kenya

Telephone & Mobile

(254-20) 8067440/01/01/3540239
(254) 722168480 / (254) 736449212

Email

info@kcdf.or.ke

8. Application process

Interested and qualified applicants can submit their application documents in response to the Terms of Reference by 29th May 2026 to procurement@kcdf.or.ke, with a copy to info@kcdf.or.ke.

The application documents should consist of:

- a. A letter of confirmation of interest.
- b. The Consultant(s) Curriculum Vitae.
- c. A technical proposal (maximum 10 pages), comprising the proposed methodology and a detailed work plan.
- d. A financial proposal that indicates the all-inclusive fixed total contract price in Kenya Shillings. The total amount must be all-inclusive, including consultancy fees, travel costs within the country, and any other costs.
- e. Contact details of three previous clients for whom the same assignment was undertaken.
- f. Samples of the consultant's previous work conducted for the previous clients above.

Applications should be addressed to:

The Executive Director
Kenya Community Development Foundation,
Morning Side Office Park,
4th Floor, Ngong Road
P.O. Box 10501-00100, Nairobi, Kenya.

Any form of canvassing will lead to automatic disqualification.