Date: **10th September 2026**

RFP – BOARD EFFECTIVENESS, ETHICS AND FIDUCIARY DUTIES TRAINING FOR THE BOARD OF DIRECTORS OF SHELTER AFRIQUE

Shelter Afrique Development Bank (ShafDB) is an international organization and African housing development finance institution that operates in accordance with the provisions of the Agreement Establishing Shelter Afrique Development Bank and the general principles of international public law governing international organizations.

Shareholders include 44 African countries, the African Development Bank, and the Africa Re-Insurance Corporation. The organization has its headquarters in Nairobi, Kenya and two regional offices: Abuja, Nigeria and Abidjan, Ivory Coast.

The Institution is requesting proposals to offer training on *Board Effectiveness, Ethics and Fiduciary Duties* for the Board of Directors of Shelter Afrique Development Bank at its Head Office located in Upper Hill, Longonot Road, Nairobi, Kenya. The training will be held virtually unless otherwise stated.

1.0 Objectives

Shelter Afrique Development Bank will hold a training on *Board Effectiveness, Ethics and Fiduciary Duties* for its Board of Directors on Thursday, 10th September 2026. Therefore, Shelter Afrique Development Bank is seeking an experienced organization to dispense the training mentioned above.

2.0 Scope of Work

The scope will be:

A. Fiduciary Duties and Legal Responsibilities Defined

- Understanding of Directors' fiduciary obligations (legal, ethical and fiduciary duties of directors)
- Duty of Care
- Duty of Loyalty- Duty to Act in Good Faith
- Duty of Compliance
- Duty of Confidentiality
- Breach of Fiduciary Duties

B. Board Effectiveness- Structure and Culture

- The role of the Board of Directors is to enhance decision-making
- Board decides on Direction
- Effective Board Dynamics
- Board Composition
- Effective ways to share information

C. **Ethical Leadership- Culture of Integrity**

- Code of Conduct
- Conflicts of Interests vs. Transparency
- Whistleblower Policies- Safe Reporting of Wrongdoing (no fear of retaliation)
- Stakeholder Accountability

D. **Strategic Oversight-Risk Governance**

- Identify Legal-Financial- Operational-Reputational Risk
- Strategic Planning
- Risk Management- Financial oversight

E. **Continuous Development – Keep Board Current and Effective**

- Board Induction
- Ongoing Workshops on risks, digital or new regulations
- Board Evaluations - Performance

The training itself will last Two Hours and a Half (2.5 hours), plus an additional One (1 hour) for Q&A and virtual exercises.

3.0 Evaluation process and selection criteria

Responses to this RFP will be evaluated and scored based on the following:

- Experience of the provider of at least seven (7) years in carrying out similar projects.
- Certified product partner. Attach proof.
- Similar jobs done previously.
- Technical approach and methodology proposed.
- Organization and staffing.
- Quality and clarity of the proposal presentation.
- Compliance with regulatory authorities.
- Financial proposal.

4.0 Presentation of Proposals

In order to facilitate the analysis of responses to this RFP, firms are required to prepare their proposals in accordance with the instructions outlined in this section.
Proposals should be clear, comprehensive, and concise in describing the firm’s capabilities to meet the requirements set forth in the RFP.

The proposal should strictly adhere to the format provided below.

4.1 Technical proposal format

Section	Title
1.0	Introduction or company profile
2.0	Company Experience
3.0	Technical approach and methodology
4.0	Organization and staffing
5.0	Resumes of key staff to be deployed
6.0	Company registration and statutory regulations

The following sections provide detailed information on the proposal format.

4.1.1 Introduction

This section should include a brief description of the company profile covering products and services offered. It should also include a brief narrative on the company's proposal and its suitability for the project.

4.1.2 Company Experience

Using the format given below, provide information on each assignment you have conducted relevant to the requirements provided in this RFP.

The company **MUST** have been in business for ***at least seven years,*** carrying out similar projects. The section should strictly adhere to the format provided below.

Assignment Name:	**Approximate value of services (USD.):**
Name of client (or Sector if no disclosure for confidentiality):	**Country of assignment:**
Address:	**Professional staff provided by your firm and their roles:**
Duration of assignment:	
Name of Associated Consultants, if any:	**Roles of associated consultants:**
Narrative Description of the project:	
Description of actual services provided by your firm:	

Contact Person **Name:** **Phone:** **Email:** *Confirm whether you have any reservations about Shelter Afrique Development Bank contacting the entity with your authorization.*

4.1.3 Technical approach and methodology

Provide a detailed explanation of the technical approach and methodology to be deployed in order to achieve the assignment objectives and expected output. This should include proposed solution design and project plan, giving clear timelines and resources required.

4.1.4 Organization and staffing

In this section, provide your current company structure and propose the project team structure, clearly stating their roles.

4.1.5 Resumes of key staff to be deployed.

Provide CV/ resumes and copies of certificates of key personnel to be deployed in this project.

4.1.6 Company registration and statutory regulations

	Requirement	**Response**
i)	How long has the company been in business?	
ii)	How long has the company been in business, carrying out similar projects?	
Iii)	State the number of employees in the company (where applicable)	
iv)	Submit copies of the Certificate of Incorporation, the Tax Compliance Certificate, and any professional affiliations.	
v)	Submit financial statements for the last two years.	
vi)	Equipment manufacturers' authorization letter or approved partner certificate.	

4.2 Financial proposal format

It should be well itemized as per the scope of work in section 3.0 and the bill of quantities. The Financial proposal should be presented **separately** from the technical proposal.

5.0 Principal Point of Contact

The principal point of contact will be the Company Secretary or the Company Secretary's designated staff.

6.0 Clarification of Request for Proposal

The company may seek clarification on this RFP only up to 1 day before the end of the submission date. This should be requested in writing to the email given in section 7.0.

7.0 Submission of bids

Proposals should be sent by mail to: procurement@shelterafrique.org with the subject as: **RESPONSE TO RFP – BOARD EFFECTIVENESS, ETHICS AND FIDUCIARY DUTIES TRAINING FOR THE BOARD OF DIRECTORS OF SHELTER AFRIQUE**

Or in sealed envelopes to the address below:

SUBJECT: Response to RFP – Board Effectiveness, Ethics and Fiduciary Duties Training for the Board of Directors of Shelter Afrique.

Human Resources and Administration Department
Shelter Afrique, Longonot Road, Upper Hill
P.O. Box 41479 - 00100, GPO Nairobi, Kenya.
Tel: 254-20-2722305-9
Fax: 254-20-2722024, 2721211

The deadline for submission of bids is Friday 14th August 2026 at 5 pm (EAT).

For any clarification, contact us via procurement@shelterafrique.org