

## Terms of Reference

**Individual / Firm Consultancy Services to Design and Facilitate Staff Retreat and Team Building and for the African School of Regulation (ASR) in Cape Coast, Ghana.**

**Background** The African Capacity Building Foundation (ACBF) is the leading capacity development institution in Africa and has become the African Union's specialized Agency since 2017. Since 1991, ACBF has empowered over 100,000 professionals across the public and private sectors, civil society, and academia, while building institutions in more than 40 member states. Through strategic partnerships and impactful programs, the Foundation builds human and institutional capacity and generates and disseminates knowledge to advance Africa's sustainable development in line with Agenda 2063 and the Sustainable Development Goals (SDGs).

In alignment with its vision, ACBF is currently incubating the African School of Regulation (ASR). ASR serves as a specialized pan-African centre dedicated to advancing policy, research, and capacity building in energy regulation, supporting Africa's transition to affordable, reliable, and sustainable energy systems.

To strengthen internal collaboration and organisational effectiveness, ASR will organise a three-day staff retreat in Cape Coast, Ghana. ASR seeks a consultant to design and facilitate structured morning sessions focused on team building, communication, trust, and collaboration.

### 1. Objectives of the Assignment

- The objective of the assignment is to strengthen team cohesion, communication, and collaboration through professionally facilitated retreat sessions. The assignment aims to:
- Improve internal communication and feedback practices.
- Strengthen trust and psychological safety.



- Enhance cross-team collaboration.
- Equip staff with practical teamwork and conflict-management tools.
- Help staff to set up processes and internal management procedures.
- Produce actionable commitments for follow-up.

## 2. Scope of Work

The Consultant will be responsible for undertaking the following tasks:

- Conduct an inception meetings or interviews with the management and senior staff and
- Design interactive sessions for the three retreat days
- Facilitate on-site team building and communication exercises
- Support action planning and provide a retreat outcomes report

## 3. Deliverables and Timeline

The provisional start date of this assignment is 14<sup>th</sup> January 2026 with the expected end date being 16<sup>th</sup> January 2026. The total number of days to be allocated for this assignment is 10 working days.

Table 1: Key Deliverables and Timeline

No	Key Deliverable	No of Days	Completion timeline	
1.	Inception Report: (methodology, work plan, draft agenda, tools)	1-2	Within 3 working days of contract signing	
2.	Needs assessment and final retreat design package (session plans + materials)	2-3	Within 5 working days of contract signing	



3.	Facilitation of retreat morning sessions (Cape Coast, 3 days)	3	On retreat dates	
4.	Retreat Outcomes Report and action commitments	1-2	Within 5 working days after retreat	
	<b>Total (USD)</b>			

*Please include this table as part of your financial proposal.*

#### 4. Payment Schedule

The payment schedule ensures alignment between performance and disbursement of funds throughout the consultancy period. Payments will be made to the consultant based on the satisfactory completion and approval of key deliverables as outlined in the table below. Each payment will be contingent upon the submission of quality outputs that meet ACBF and ASR's standards and the endorsement of the supervising officer or designated focal person.

*Table 2: Payment schedule by key deliverables*

<b>Deliverable</b>	<b>% of total Budget</b>
Approval of Inception Note and Needs assessment synthesis	30%
Successful delivery of on-site facilitation (3 retreat mornings)	40%
Approval of Retreat Outcomes Report and action plan	30%

#### 5. Consultant Profile and Qualification

##### 1. Educational Background



- Advanced degree in Organisational Development, Psychology, Human Resource Management, Leadership, Coaching, Adult Learning, or related fields (or equivalent demonstrated experience).

## II. Professional Experience

- Minimum 7–10 years relevant experience facilitating retreats, team-building programmes, and organisational development processes.
- Demonstrated experience facilitating multi-cultural teams and/or pan-African organisations.
- Proven ability to translate facilitation into practical workplace behaviours and follow-up actions.

## III. Technical Skills

- Strong facilitation and group dynamics management skills.
- Excellent communication (written and verbal) in English.
- Ability to design engaging, interactive sessions (not lecture-style).
- Strong documentation and synthesis skills for reporting outcomes.

## IV. Other Competencies

- Ability to deliver high-quality outputs within tight timelines.
- Professionalism, neutrality, discretion, and cultural sensitivity.

## 6. Reporting & Supervision

The consultant will report to the designated ASR retreat focal point. The consultant will work closely with the assigned ASR contact to coordinate logistics and ensure sessions align with organisational needs. The consultant is responsible for their own equipment, travel and accommodation arrangements.

## 7. Evaluation Criteria

A Consultant will be selected in accordance with the Individual Consultant Selection method. The technical evaluation committee shall evaluate the CVs and experience based on their responsiveness to the Terms of Reference, with a minimum technical score required being 70 Points specified below.



The evaluation criteria will comprise of the following:

*Table 3: Evaluation and Selection Criteria*

S/N	Criteria	Description	Points
1	Relevant experience and comparable assignments	Retreat facilitation/team building experience; similar clients; references.	20
2	Approach and methodology	Quality and practicality of proposed agenda, tools, inclusion, and outcomes focus.	30
3	Facilitation competence	Demonstrated ability to manage group dynamics, conflict, and engagement.	30
4	Context fit and value addition.	Understanding of ASR context; proposed follow-up mechanisms.	10
5	Communication and reporting.	Quality of writing, clarity, and ability to document outcomes	10
	<b>Total</b>		<b>100</b>

A technical proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated. The minimum technical score required to pass is: 70 Points.

## 8. Submission & Selection Process

The proposals should include as a minimum:

- Technical proposal (understanding of assignment, proposed methodology)
- Company profile
- CV(s) and short profile for lead consultants
- At least 3 recent references for similar assignments.



- Financial proposal with detailed cost breakdown aligned to Table 1
- Availability for the proposed retreat period (14<sup>th</sup>, 15<sup>th</sup> and 16<sup>th</sup> January 2026) and confirmation of ability to travel to Cape Coast (if required).

#### 9. Location and Working Arrangements

- Preparation: remote (virtual meetings, survey/interviews, design work).
- Delivery: on-site in Cape Coast, Ghana for the retreat (3 days, morning sessions).
- The consultant may propose any materials required (e.g., stationery, printed handouts).

#### 10. Language

All materials and deliverables must be presented in English. Interested consultants are requested to submit their bid with the subject marked Process No: **(ACBF-ASR /RFP/001/2025/ Staff Retreat** to [submission@theacbf.org](mailto:submission@theacbf.org) and copy [procurement@africanschoolregulation.org](mailto:procurement@africanschoolregulation.org)

**/By 17:00 Hours, Harare Local time on 5th January 2026.**

