Team-Building Consultant, CCARDESA

Terms of Reference

1. Background

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) is a Subsidiary Organization of the Southern African Development Community (SADC), established to coordinate regional agricultural research, knowledge dissemination, capacity development, and innovation across Member States. Through its mandate, CCARDESA works with National Agricultural Research Systems (NARS), universities, extension services, farmers, private sector, civil society, and international partners to strengthen agricultural productivity, resilience, and food security in the region.

As a coordinating institution serving multiple countries and partners, CCARDESA relies heavily on trust, credibility, transparency, and strong relationships both internally among staff and externally with the Board, SADC Secretariat, donors, implementing partners, and Member States.

The secretariat needs to strengthen its human resources functions to improve effectiveness. Human Resources and Governance reviews have identified key gaps, including low staff morale, breakdowns in internal communication, lack of cohesion, trust breakdowns, and negative perceptions of organizational culture. If not addressed, these issues pose risks to CCARDESA's effectiveness, staff well-being, and stakeholder confidence.

Therefore, CCARDESA needs to enhance team cohesion to rebuild a unified, respectful, and high-performing Secretariat. Accordingly, CCARDESA needs a qualified and experienced individual to undertake team-building interventions with CCARDESA for 2 days. The consultant is expected to support Management in designing and implementing a people-centered, low-risk, and cost-effective plan that strengthens the internal climate of trust and integrity, including the human resources functions.

2. Objectives

The overall objective is to build a more cohesive, motivated, and high-performing CCARDESA Secretariat team.

2.1 Specific objectives

- Strengthen working relationships among Secretariat staff to foster mutual respect, collaboration, and team cohesion.
- Improve internal communication (internal and external stakeholders/cooperating partners) by promoting open dialogue, active listening and timely information sharing across the Secretariat.
- Rebuild mutual trust and confidence between staff and leadership through constructive dialogue and a shared understanding of expectations.
- Foster psychological safety so that staff can express ideas, raise concerns and contribute to discussions without fear of blame or reprisal.
- Reinforce professionalism and teamwork through a shared commitment to respectful conduct, mutual accountability and CCARDESA's organisational goals.

2.2 Expected outcomes

The team-building retreat is expected to achieve the following outcomes:

- Strengthened collaboration among staff members.
- Improved internal communication across teams, the Board of Directors, and external communication with stakeholders and cooperating partners.
- Increased shared ownership of CCARDESA's goals.
- Enhanced team cohesion (teamwork) and working relationships.
- Greater alignment and commitment to organizational objectives.

3. Scope of work

The consultant will undertake the following tasks across three phases: preparation, retreat delivery, and evaluation.

1. **Preparation (assess needs):** Review relevant CCARDESA documents, including the strategy, organogram and any staff survey results. Conduct a short, confidential pre-retreat survey and a few interviews with management and staff.
2. **Preparation (design the retreat):** Build on the tentative program in the Annex to propose a detailed two-day program tailored to the team's size, roles and culture. Specify the methods and materials, including a mix of facilitated discussion, practical exercises and outdoor or experiential activities.
3. **Delivery (facilitate the retreat):** Lead both days, supported by any necessary co-facilitators, and maintain a safe, inclusive environment. Activities must suit all

ages and fitness levels, with alternatives for anyone unable to participate physically.

3.1 Deliverables, timeline and payment

Deliverable	Timing	Level of effort
Inception report: needs assessment summary, refined objectives, detailed program, methods, materials and venue requirements	1 week before the retreat	2 days
Two-day team-building retreat facilitated	TBC	2 days
Retreat report: activities, survey results, team charter, 6-month action plan, recommendations	Within 10 working days after the retreat	2 days
Total		**6 working days**

3.2 Payment terms

Payment will be made in two installments linked to approved deliverables:

- 30% upon approval of the inception report.
- 70% after the retreat, upon approval of the final report.

4. Minimum Qualifications of Consultant

- A degree in Organisational Development, Industrial/Organisational Psychology, Counselling Psychology, Leadership & Change Management, Human Resources Development, or a closely related field.
- Additional certification in Conflict Resolution, Mediation, Coaching, Team Dynamics, or Organisational Culture Transformation is an added advantage.

4.1 Professional Experience

- At least 10 years of proven experience in organisational development, workplace psychology, team cohesion facilitation, change management, or employee wellness interventions.
- Demonstrated expertise in facilitating healing conversations, trust-building dialogues, team-building workshops, and organisational behaviour interventions in multicultural environments.
- Experience conducting diagnostic assessments, stakeholder listening sessions, and developing people-centred change plans.
- Strong background in designing and delivering communication, integrity, and values-reinforcement interventions within organisations.

- Experience working with regional or international organisations, preferably within the SADC region or similar contexts.
- Proven ability to produce restoration plans, organisational culture action plans, and behavioural improvement frameworks.
- Demonstrated skill in non-investigative staff engagement, maintaining confidentiality, neutrality, and psychological safety.

4.2 Key Competencies

- Excellent facilitation, interpersonal, and conflict-sensitivity skills.
- Ability to build trust and rapport across all staff levels, including senior leadership.
- Strong coaching and mentoring skills, especially in guiding leaders through change.
- High emotional intelligence, diplomacy, and sound judgment.
- Ability to translate sensitive psychosocial insights into constructive organisational actions.

5. Assignment arrangements and responsibilities

- **Duration:** Up to 6 working days for the Consultant, from 13-20 November 2026, including two full days of facilitation.
- **Location:** A retreat venue in or near Gaborone, Botswana [venue to be confirmed], with space for indoor sessions and outdoor activities.
- **Participants:** Approximately 17 CCARDESA Secretariat staff, including the Executive Director.
- **CCARDESA's responsibilities:** Provide the venue, meals, participant lists, background documents, and a focal person.
- **The consultant's responsibilities:** Provide facilitation, assessment tools, activity equipment, printed materials, and any co-facilitators.
- **Reporting:** The consultant will report to the Head of Human Resources, working closely with the Acting Executive Director.
- **Confidentiality:** Only anonymized, team-level results will be shared. Individual survey answers, interview content, and assessment profiles will remain confidential to the consultant and the individual.

6. Reporting

The Consultant will report to the Human Resource Officer, Mrs. Botho Maapatsane-Monyama.