

## TERMS OF REFERENCE

### Ghana National Green Project Preparation Facility (PPF)

#### Consultant – Early-Stage Technical, Environmental and Commercial Studies for the Nilex Student Accommodation Project

## ACQUISITION OF CONSULTING SERVICES

### 1. Introduction

**FSD Africa is designing and implementing an ambitious plan to establish a project preparation facility (PPF) in Ghana to support transaction advisory and project development services for climate-aligned projects.** Established alongside the FCDO GCEIP programme – and with the support of FCDO Ghana - the PPF has the ultimate aim to attract private finance to high-impact, investible projects that contribute substantially to closing the climate decarbonisation and adaptation financing gap in Ghana. The PPF aligns with FSD Africa’s mandate for financial market development, sourcing of public & private ‘project pipelines’, project-investor matching, design of innovative climate financing vehicles and beneficiary impact. The PPF will provide upstream resources to help early-stage projects progress towards feasibility, financial structuring and, ultimately, private capital mobilisation. It operates through two complementary funding windows: (i) *grant* financing, supporting early diagnostics and feasibility scoping; and (ii) *returnable* (i.e. zero-loan) financing, enabling downstream feasibility and structuring activities for projects that demonstrate credible investment potential.

**As part of the PPF’s initial project-preparation pathway, FSD Africa seeks to contract a firm or consortium (“the Consultant”) to undertake a set of grant-funded preparatory studies for the proposed Nilex Student Accommodation and Hotel Project (“the Project”) at the Kwame Nkrumah University of Science and Technology (KNUST) in Kumasi.** This intervention would form part of the Programme’s broader effort to improve the quality, resilience and financial readiness of priority social-infrastructure projects before they move toward structuring and market engagement. The Nilex project seeks to address a well-documented shortage of safe, affordable, purpose-built student housing at KNUST. Enrolment now exceeds 80,000 students while formal on-campus accommodation covers fewer than one-third of that demand. In common with many African university towns, the bulk of students rely on the informal private rental market, where accommodation is often overcrowded, poorly serviced, and priced without reference to affordability norms. Purpose-built student accommodation (PBSA) schemes, when designed and managed to institutional standards, can offer a viable alternative while delivering clear developmental benefits—including improved safety, predictable pricing, and relief of pressure on informal settlements.

**However, the Nilex project remains at an early stage of development.** The current documentation consists of architectural drawings, a preliminary financial model and a high-level scoping note. Key pillars of a bankable feasibility case — market analysis, ESIA, cost validation, land-tenure confirmation, technical design development, and a clear risk-allocation structure with the university — have not yet been completed. For that reason, FSD Africa intends to commission a targeted package of early-stage (grant-eligible) preparatory work to clarify commercial viability, establish the project’s technical and institutional foundations, and determine whether the project should progress to more detailed structuring work at a later stage. This ToR lays out the Scope of Work for a Consultant capable of delivering robust, accessible and analytically sound pre-feasibility outputs that will enable FSD Africa, FCDO Ghana, GCEIP and relevant Ghanaian stakeholders to:

- i. determine whether the Project is suitable for advancement into full feasibility;

- ii. identify elements appropriate for support under future returnable grant allocations; and,
- iii. establish whether the Project has a credible pathway to private-sector investment, and if so, what structuring pathway and risk-allocation approach would be most appropriate for a student-accommodation project of this kind.

The Consultant will be a critical partner in shaping the PPF's early-stage pipeline and in supporting FSD Africa's mission to expand climate-aligned infrastructure investment in sub-Saharan Africa. This engagement is expected to run over a focused multi-month period aligned with the PPF's project-preparation cycle.

## 2. Context

### 2.1. Project Background

**The proposed Project is located at the Kwame Nkrumah University of Science and Technology (KNUST) in Kumasi**, one of Ghana's largest tertiary institutions and a rapidly expanding academic hub. KNUST's enrolment has grown significantly over the past decade, now exceeding 80,000 students, while the availability of formal, purpose-built accommodation has not kept pace. The university currently houses less than one-third of its students on campus, leaving the majority dependent on informal private rentals in neighbouring communities. These units are typically characterised by inconsistent standards, limited access to utilities, and fragmented landlord-tenant arrangements, creating both affordability and safety challenges for students.

**Against this backdrop, demand for purpose-built student accommodation (PBSA) at KNUST remains structurally strong.** PBSA schemes can provide more predictable rents, higher service standards, and significantly improved safety and welfare outcomes. They also reduce pressure on informal settlements surrounding the campus. However, successful PBSA development in Ghana typically requires rigorous feasibility assessment, clear structuring of the relationship between the university and the private operator, and credible evidence of affordability among students—elements that have not yet been fully developed for this project.

**The current Nilex concept comprises a privately developed student hostel and hotel facility on or adjacent to the KNUST campus.** Available documentation consists of architectural concepts, a land-use outline and an early-stage financial model, but core elements of a bankable feasibility case are missing. These include: a robust demand assessment; confirmation of the land-tenure and allocation process; environmental and social scoping; validation of construction costs; clarity on expected lease, licence or concession arrangements with the university; and a service-level and operating-model framework suitable for long-term management. The absence of these components has resulted in significant uncertainty around commercial viability and the project's readiness for private investment.

**In addition, student-accommodation projects across Africa have shown varying outcomes**, often shaped by governance issues, weaknesses in cost control, or mismatches between rental pricing and students' willingness and ability to pay. These risks are not yet sufficiently addressed in the existing Nilex documentation. More positively, projects that have succeeded have typically done so where there is a well-structured agreement with the university, clear allocation of maintenance and operations risk, transparent tariff-setting rules, and strong community and campus engagement—all areas that require further work in the Nilex case.

**The PPF's interest in the project arises from its potential to deliver clear social impact,** support a more resilient accommodation market at KNUST, and demonstrate a replicable model for institutional-grade PBSA in Ghana. However, given the early stage of development, a well designed package of grant-funded studies is required to determine whether the project has a realistic pathway to bankability and whether deeper feasibility studies should be supported at a later stage.

## **2.2. About FSD Africa**

**FSD Africa works to reduce poverty by strengthening Africa's financial markets.** Based in Nairobi, with anchor funding from the UK's FCDO, FSD Africa is a specialist development agency set up to support breakthrough ideas to build and strengthen financial markets across sub-Saharan Africa. FSD Africa does this by tackling the most intractable financial market challenges in Africa – addressing issues associated with the lack of long-term finance, especially in local currency, and inadequate risk management capacity. FSD Africa's team of financial sector experts work alongside governments, business leaders, regulators and policy makers to design and build ambitious programmes. Established in 2012, FSD Africa is incorporated as a non-profit company limited by guarantee. More details are available on FSD Africa website at [www.fsdafrica.org](http://www.fsdafrica.org).

**FSD Africa focuses its work where the need is greatest, and believes the potential for impact is the most significant.** FSD Africa has a specific mandate to invest in breakthrough, innovative ideas that can have a transformative impact. This project is closely aligned to FSD Africa's green financing strategy, the FSD Africa end-to-end structural reform approach, and FSD Africa's history of engaging with investors, financial institutions, project developers and regulators. FSD Africa's programming is run through its Adaptation & Resilience, Early-Stage Financing and Financial Markets Pillars, while investments are made through a separate arm – FSD Africa Investments (FSDAi). Supporting functions are provided by Development Impact, Gender and Strategic Communications teams.

## **2.3. Project Objectives**

**The overarching objective of this assignment is to undertake a structured package of early-stage, grant-eligible analyses to determine whether the Project at KNUST can progress to full feasibility, commercial structuring and eventual private-capital mobilisation under the PPF.** The work is intended to establish a clear and evidence-based understanding of the project's viability, remove fundamental uncertainties, and set out the pathway required to reach bankability should the concept prove feasible.

More specifically, the assignment seeks to:

- Validate the underlying demand and affordability case
  - by assessing the scale, composition and characteristics of student housing demand at KNUST; testing price sensitivity and realistic rent corridors; and determining whether the proposed scheme can achieve sustainable occupancy at rents that students can afford.
- Clarify land, tenure and institutional arrangements with KNUST
  - by establishing the legal basis on which the project could operate (e.g., ground lease, concession, licence); confirming the status of the site; identifying required approvals; and assessing governance risks associated with university oversight, allocation practices and service-level expectations.
- Undertake early technical and cost validation
  - by reviewing the proposed design concepts, construction cost assumptions and phasing; identifying major engineering and site-development risks; and producing a preliminary assessment of whether the proposed cost base is realistic in the Ghanaian construction market.

- Conduct environmental and social scoping (IFC-aligned)
  - to identify potential risks relating to land use, community interface, construction impacts and operational management; and to define the scope of any ESIA work that would be required at full feasibility stage.
- Review the commercial and operating model
  - by examining possible structures for accommodation management, service delivery, maintenance responsibilities, fee-collection mechanisms and security arrangements; and determining whether a coherent risk-allocation framework can be developed.

These outputs will allow the Consultant to work with FSD Africa to reach a clear, evidence-based decision on whether the Project warrants deeper development support and, if so, what form that support should take by –

- Conducting a preliminary financial and bankability assessment
  - to test whether the concept could, in principle, support a viable financing structure; identify the likely need for public-sector support or blended finance; and assess the implications of governance, tariff and operational risks on future investor appetite.
- Developing a sequenced roadmap to full feasibility
  - setting out the required studies, institutional steps, decision points and risk-mitigation measures necessary for the project to advance; and identifying tasks suitable for returnable grant funding (should the project be taken forward).

### 3. Scope of Work

**The Consultant will be responsible for delivering a coherent package of early-stage preparatory studies that respond to the technical, environmental, commercial and regulatory gaps identified in earlier GCIEP scoping.** The Consultant will deliver a package of early-stage studies designed to clarify the viability of the Nilex Student Accommodation and Hotel Project and establish whether it should progress to full feasibility and downstream PPF support. The scope is divided into five interrelated Work Packages (WPs). These may be undertaken in parallel where efficient, but the Consultant shall ensure that sequencing reflects dependencies between tasks (particularly for land, institutional arrangements and affordability). All work must be undertaken in close collaboration throughout the tasks with FSD Africa, KNUST stakeholders and any relevant local authorities or campus planning units.

#### 3.1. Work Package 1: Market Demand, Affordability and Competitive Positioning

The Consultant will undertake a rigorous assessment of demand for purpose-built student accommodation (PBSA) at KNUST. This should include:

1. Current and projected enrolment analysis, including segmentation by undergraduate/postgraduate, residential status, distance learners, and international students.
2. Assessment of existing accommodation stock, both formal and informal, including supply volumes, price brackets, condition and utilisation patterns.
3. Affordability and willingness-to-pay analysis, based on student income sources, typical rent expenditures, price sensitivity and seasonal variations.
4. Competitive positioning of the Nilex concept, including realistic rent corridors, achievable occupancy rates, service-level expectations, and projected performance under conservative and downside scenarios.
5. Assessment of displacement risk of informal landlords and potential impacts on local rental dynamics.

**Output:** Market Demand and Affordability Assessment (Word or PPT format), with supplementary data assessments attached.

### **3.2. Work Package 2: Land, Tenure, Institutional and Legal Arrangements with KNUST**

This is a critical WP and must provide clarity on institutional viability. The Consultant will:

1. Verify the status of the proposed site, including land tenure, survey boundaries and any existing encumbrances.
2. Identify the legal pathway through which KNUST can grant land-use rights, including:
  - ground lease,
  - concession or licence agreement,
  - public-private accommodation partnership arrangement.
3. Map all required approvals and internal governance processes, including Council or Committee authorisations.
4. Clarify operational expectations (allocation rules, maintenance responsibilities, security obligations, service standards).
5. Assess historical precedents for private accommodation on or near the KNUST campus, including governance-related risks identified in your evaluation ().
6. Identify any institutional risks, including tariff-setting uncertainty, enforceability of agreements, or exposure to administrative changes.

**Output:** Institutional, Legal and Tenure Assessment (Word or PPT format), with supplementary data assessments attached.

### **3.3. Work Package 3: Early Technical, Architectural and Cost Validation**

The Consultant will conduct a preliminary technical assessment to establish whether the project's proposed scale, configuration and cost assumptions are feasible. Through this WP, the Consultant will:

1. Review of concept design (layouts, typologies, servicing, phasing).
2. Provide an indicative engineering review, including structural assumptions, MEP considerations, construction sequencing and site-access constraints.
3. Provide Ghana-specific construction cost benchmarking, comparing the project's preliminary budget with market norms for PBSA and hotel elements.
4. Provide an assessment of lifecycle cost implications, including long-term maintenance, replacement cycles and energy/water considerations.
5. Identify major technical risks, including:
  - site works,
  - utilities connection,
  - fire safety compliance,
  - accessibility,
  - construction inflation.
6. Identify clearly missing data/information required for full feasibility assessment.

**Output:** Technical and Cost Pre-Feasibility Review (Word or PPT format), with supplementary data assessments attached.

### **3.4. Work Package 4: Environmental and Social (E&S) Scoping – IFC Performance Standards–Aligned**

While the project is structurally low-impact at this stage, an E&S scoping exercise is required to outline key risks and to define the scope of a future ESIA (if required). The Consultant will:

1. Conduct an E&S scoping exercise aligned with IFC Performance Standards 1 and 4 as a minimum.

2. Assess land and community interface, especially relating to local residents, informal businesses, and campus safety considerations.
3. Review potential construction-phase impacts, including noise, dust, traffic management and temporary access restrictions.
4. Identify operational risks, such as waste management, fire-safety obligations, and safeguarding requirements for student welfare.
5. Set out the full ESIA scope required at feasibility stage if any PS triggers are identified.
6. Prepare a risk register with recommended mitigation actions for feasibility.

**Output:** E&S Scoping Report (Word/PPT format) and Future ESIA Requirements (included).

### **3.5. Work Package 5: Commercial, Operating Model and Preliminary Bankability Assessment**

Given the nature of PBSA projects in emerging markets, this WP will determine whether the project has a credible commercial pathway. The Consultant will:

1. Review the projected operating model, including expected management structure, staffing, maintenance standards, security and welfare services.
2. Assess revenue-model viability, drawing from rental corridors established in WP1.
3. Assess realistic occupancy projections, particularly during initial years.
4. Map O&M responsibilities, including service-level requirements and allocation of maintenance/repair risk.
5. Develop a preliminary risk-allocation matrix, identifying which risks could feasibly sit with Nilex, KNUST or third-party operators.
6. Provide an early financial sustainability assessment, based on:
  - rent-based revenues,
  - operating expenditures,
  - net operating income,
  - sensitivity to rent and occupancy.
7. Identify viability-gap and blended-finance needs, should rental affordability not support the planned construction cost.
8. Develop a roadmap to full feasibility, including required next-stage studies, likely returnable grant-eligible items and decision points for FSD Africa.

**Output:** Preliminary Commercial and Bankability Assessment and Feasibility Roadmap (combined, Word or PPT format).

An **Inception Report** shall be submitted within four (4) weeks of contract commencement, detailing the refined methodology, stakeholder engagement plan, data requirements, and a consolidated workplan for all five WPs.

## **4. Project Governance**

**The assignment will be governed through a joint oversight arrangement led by FSD Africa, with strategic input from FCDO Ghana and sector-level engagement with relevant Ghanaian institutions.** The Consultant will be expected to work collaboratively with these parties to ensure that findings are credible, context-appropriate and aligned with the PPF's objectives. FSD Africa will act as the Contracting Authority, responsible for overall programme direction, contractual management, and quality assurance of deliverables. FSD Africa will also provide guidance on project activity eligibility, alignment with our project-development framework, and coherence with the broader PPF pipeline.

**A PPF Steering Committee**, comprising FSD Africa, FCDO Ghana and invited Ghanaian sector representatives, including KNUST, GIIF and other (e.g. local Kumasi) institutions as relevant, will receive

periodic updates during the assignment. The Steering Committee will provide strategic oversight, ensure alignment with national energy-sector priorities and validate that the outputs are suitable for onward use in determining returnable grant eligibility. A Working Group will meet weekly. We intend for the Consultant to work with the project developer and FSD Africa's Ghana-based Senior Manager to host, coordinate and provide significant content into the Group through these weekly meetings, and to use the forum to deliver against the Workplan. We may request for (e.g.) weekly Consultant-FSD Africa working sessions to focus on delivery, relationship management, and risk mitigation topics.

**KNUST, as the institutional host and prospective land partner, will be a core counterpart.** The Consultant will require close cooperation with KNUST's Estate Organisation, Legal Unit, Office of the Registrar, and Campus Planning/Development bodies to validate site availability, land-tenure pathways, governance requirements, and operational expectations for a private accommodation provider. KNUST's participation will be advisory but critical to the accuracy and credibility of the institutional and legal findings.

**The Consultant may be required to engage, where relevant, with local government entities in Kumasi.** We expect this may be most relevant on matters relating to planning permissions, zoning regulations, building approvals, utilities connections, and community impacts. Such engagement should be coordinated through KNUST's administrative units to avoid duplication or misalignment.

**Final acceptance of deliverables will rest with FSD Africa.** Any substantive changes to scope, methodology, team composition or timeline will require FSD Africa's prior approval.

## 5. Timelines and Availability

**The assignment is expected to commence in February 2026, following completion of procurement and contract execution.** The Consultant shall ensure that a suitably qualified core team is available from the start date and can commit sufficient time to deliver the Work Packages as specified. Given the interdependencies between the technical, environmental and commercial Work Packages, timely mobilisation is essential. The Consultant will be required to:

- participate in a virtual kick-off/mobilisation meeting with FSD Africa within two weeks of contract signature;
- submit an Inception Report (including methodology, data requirements, detailed workplan and stakeholder engagement approach across each of the above Work Packages) within four weeks of the commencement date;
- ensure ongoing availability of senior technical experts at key junctures, including:
  - on-site assessments in Kumasi,
  - meetings with KNUST administrative and planning units,
  - consultations with relevant local authorities where required, and
  - periodic progress meetings with FSD Africa and the PPF Steering Group.

Given the interdependence of the Work Packages — particularly the sequencing between demand analysis, land/tenure clarifications, and the commercial/bankability review — the Consultant must be able to mobilise staff promptly. Senior experts (notably the Team Leader, the Institutional/Legal Specialist, and the Market/Affordability Analyst) must be available to participate in key discussions and review milestones. Any anticipated changes to the availability of key personnel during the assignment must be communicated to FSD Africa in advance and are subject to approval.

**The Consultant is also expected to maintain flexible availability** for virtual check-ins, ad hoc clarifications, and document review sessions as requested by FSD Africa, FCDO Ghana, KNUST and GIIF



during the course of the work. Any changes to team composition or availability must be communicated to FSD Africa in advance and are subject to approval.

## 6. Duration and effort

The assignment is expected to run for a duration of four (4) months, commencing in February 2026 and concluding no later than end-June 2026. All Work Packages must be completed within this period, with interim outputs delivered as required by FSD Africa. The Consultant shall resource the assignment with an appropriately skilled multi-disciplinary team. The following table provides an indicative Level of Effort (LoE) considered necessary to deliver a high-quality early-stage assessment. Indicative LoE is role specific, and more than one role could be covered by the same individual within the team. Bidders may propose alternative allocations where justified, but proposals must demonstrate that all Work Packages can be completed credibly within the timeline.

WPs Covered	Role	Estimated LoE (Days)	Rationale
<b>All</b> <b>(Coordination, QA)</b>	<b>Team Leader / Senior Social-Infrastructure Specialist</b>	20–25	Oversees methodology, integrates findings, ensures alignment with PPF and KNUST institutional context.
	<b>Local Facilitator / Field Technician (Kumasi-based)</b>	8–12	Supports site visits, gathers local pricing/market data, coordinates KNUST and local government engagement.
	<b>Project Coordinator / Research Assistant</b>	10–15	Ensures timely delivery, documentation, stakeholder scheduling and data assembly.
<b>WP1 - Market Demand, Affordability and Competitive Positioning</b>	<b>Market Demand &amp; Affordability Analyst</b>	20–25	Core lead for enrolment analysis, rental affordability, demand modelling, sensitivity testing.
<b>WP2 - Land, Tenure, Institutional and Legal Arrangements</b>	<b>Institutional / Legal Specialist (Land &amp; Tenure)</b>	20–25	Required to clarify land rights, lease/license pathways, governance risks, approval processes. Central to feasibility.
<b>WP3 - Early Technical, Architectural and Cost Validation</b>	<b>Architect / Technical Reviewer (PBSA experience)</b>	15–20	Reviews design concepts, validates layouts, checks compliance with Ghanaian standards, benchmarks cost assumptions.
	<b>Quantity Surveyor / Cost Analyst</b>	10–15	Provides construction cost benchmarking and early capex validation.
<b>WP4 - Environmental and Social (E&amp;S) Scoping</b>	<b>Environmental &amp; Social Specialist (IFC-aligned)</b>	12–18	Conducts E&S scoping, identifies risks, defines ESIA requirements and mitigation pathways.
<b>WP5 - Commercial, Operating Model and Preliminary Bankability Assessment</b>	<b>Commercial &amp; Operating-Model Analyst</b>	15–20	Reviews operating model, O&M structure, tariff/rent-setting logic, risk allocation and commercial viability.



	<b>Financial Analyst (Light-touch feasibility—not full PF modelling)</b>	10–15	Builds simple financial runs (NOI, occupancy sensitivities), tests sustainability; no bankable model at this stage.
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## 7. Place of Performance

**The assignment will be delivered through a combination of remote analytical work and targeted in-country activities in Ghana.** The majority of institutional and site-specific engagement will take place in Kumasi. Most analytical tasks—including demand modelling, cost benchmarking, design review, commercial assessment and preparation of deliverables—may be completed remotely. However, several components of the assignment require direct, in-country engagement to ensure accuracy and contextual relevance, particularly given the early stage of the project and the need to validate institutional assumptions.

### **Specifically, in-country work will include:**

1. Site visits within the KNUST campus and surrounding areas of Kumasi, to assess the proposed project location, verify physical conditions, and gather primary data on existing accommodation stock and local rental markets.
2. Meetings with key institutional stakeholders at KNUST, including the Estate Organisation, Legal Unit, Registrar's Office, and other departments involved in planning, land allocation and student-welfare oversight.
3. Engagement, where relevant, with Kumasi Metropolitan Assembly or local planning authorities for indicative guidance on development control, building regulations, and utility connections.
4. Discussions with local student groups, accommodation providers and community representatives, as appropriate, to inform the market and E&S scoping analysis.

**The Consultant shall ensure that sufficient in-country time is allocated for all field-based and institutional tasks under the Work Packages.** Any requirement for additional in-country travel beyond Kumasi—for example, for consultations with agencies based in Accra—should be identified by the Consultant and included in the financial proposal. Travel and logistics should be included in the financial proposal. FSD Africa will not provide office space or administrative support in Ghana; the Consultant must make its own arrangements for accommodation, transport and field logistics during in-country assignments.

**Regular virtual engagements with FSD Africa, KNUST and FCDO Ghana are expected;** it is expected that the Consultant would be able to operate according to both West & East African timezones. The key FSD Africa personnel supporting this work will be based in Accra, Nairobi, Cairo and London.

## 8. Invitation To Submit Proposal

### **8.1. Format for Submission**

FSD Africa hereby invites qualified firms or consortia ("the Consultant") to submit a proposal to undertake the grant-funded early-stage technical, environmental, grid and commercial assessment for the Project under the PPF. Proposals should demonstrate the Consultant's capacity to deliver the Scope of Work outlined in this ToR, including evidence of:

Interested firms are invited to submit:

- A Technical Proposal, including:

- A cover letter, including a brief introduction of the firm/consortium, a confirmation of acceptance of the ToR and a statement of eligibility and absence of conflicts of interest.
- Your understanding of the assignment, including:
  - Demonstrated understanding of the Nilex project context.
  - Description of the key challenges, data gaps and institutional considerations.
  - Identification of assumptions, risks and dependencies.
- The Proposed Methodology and Workplan
  - Detailed description of the methodology for each WP.
  - Proposed sequencing and rationale for the order of activities.
  - Stakeholder engagement plan (including KNUST units and Kumasi authorities).
  - Data requirements and expected sources of information.
  - Risk-management approach.
- Your Team Composition and Level of Effort
  - Organogram showing team structure.
  - Summary table showing Level of Effort per expert per WP.
  - CVs (maximum 3 pages each) for key experts, focusing on relevant experience.
  - Identification of any locally based personnel or partners.
- Your Relevant Experience of the Firm / Consortium, including -
  - Up to three (3) examples/references of comparable assignments in the last five years.
  - Evidence of experience with PBSA, social-infrastructure feasibility, or similar urban development projects in Africa or emerging markets.
  - References with contact details of 3 similar assignments.
- The Proposed Project Management and Quality Assurance Process
  - Description of internal QA processes.
  - Proposed reporting, review and communication arrangements.
  - Any subcontracting arrangements.
- Any Required Declarations
  - Conflict of interest statement and required compliance documentation, including company registration documents and confirmation of eligibility and conflict-of-interest declarations;
  - Confirmation of proposal validity (minimum 90 days).
  - Confirmation that key personnel are available during the assignment period.
- A Financial Proposal, presented separately in a clear and transparent format, covering:
  - total cost (in GBP);
  - breakdown by Work Package;
  - breakdown by personnel and days (i.e. day rates and LoE of each expert);
  - travel and in-country costs as a separate line item;
  - any additional costs with justifications
  - any applicable taxes (see section below);
  - Proposed payments tied to deliverables (optional; FSD Africa may prescribe this separately).

Proposals should be valid for a minimum of 90 days from the submission deadline. FSD Africa reserves the right to request clarifications, conduct interviews with shortlisted bidders, or seek additional information where necessary to complete the evaluation. Proposals must be submitted electronically to FSD Africa by the date specified in the procurement notice. Late submissions will not be considered.

FSD Africa looks forward to receiving well-considered proposals from firms capable of contributing meaningfully to the PPF's mission of advancing climate-aligned, investment-ready infrastructure in Ghana.

Your technical proposal (which should not exceed twenty pages - excluding annexures, CVs etc.) and financial proposal should be sent by email to FSD Africa at [bids@fsdafrica.org](mailto:bids@fsdafrica.org) by **1800 hours East Africa Time on 5 January 2026**, under the subject line 'Call for Proposals –

**Ghana National Green Project Preparation Facility (PPF)**  
**Consultant – Early-Stage Technical, Environmental and Commercial Studies for the Nilex Student Accommodation Project**

Proposals are accepted in either Word/PPT (with attached PDF) formats.

## **8.2. Criteria for Selection**

Proposals will be evaluated in accordance with FSD Africa's procurement policies. The assessment will follow a two-stage process, evaluating (i) the Technical Proposal, and (ii) the Financial Proposal. Only bidders that meet the minimum technical threshold will proceed to financial evaluation.

### **8.2.1. Technical Evaluation (70%)**

The Technical Proposal will be assessed against the criteria and sub-criteria laid out below. Please note that a **minimum technical threshold will be applied at a score of 50/70 (71%)**. Bidders scoring below this threshold **will not proceed to the financial evaluation**.

#### **A. Understanding of the Assignment and Proposed Approach (25%)**

- Demonstrated understanding of the Nilex Student Accommodation Project, including demand dynamics, institutional context at KNUST, land/tenure uncertainties and operational risks.
- Clarity and robustness of the proposed methodology for each WP (market analysis, land/tenure verification, technical review, E&S scoping, commercial and bankability assessment).
- Appropriateness of sequencing, including recognition of dependencies between demand, land rights, pricing and commercial viability.
- Quality of the proposed data-collection approach, including fieldwork in Kumasi and engagement with KNUST administrative units.
- Realistic and coherent workplan aligned to the PPF's objectives and early-stage decision-making needs.

#### **B. Relevant Technical Experience of the Firm / Consortium (20%)**

- Demonstrated experience delivering early-stage feasibility or scoping assessments for student accommodation, social infrastructure, campus developments, or mixed-use real estate projects in Africa or other emerging markets.
- Prior work involving market demand and affordability analysis, land-tenure reviews, cost validation, and IFC-aligned E&S scoping.
- Experience working with universities, public institutions or similar entities where governance, approvals and operational oversight are material to project viability.
- Quality and relevance of up to three (3) reference assignments completed within the past five years.

### C. Qualifications and Competence of Key Experts (20%)

Assessment will focus on the combined strength of the core team rather than individual CVs alone:

1. Team Leader / Senior Social-Infrastructure Specialist – experience leading feasibility studies for PBSA, housing, real estate or comparable social-infrastructure assets; strong familiarity with institutional and governance arrangements.
2. Market Demand & Affordability Analyst – experience conducting student housing or residential market assessments, affordability modelling and sensitivity analysis.
3. Institutional / Legal Specialist – demonstrable experience with land-tenure verification, lease/licence/concession structures, university governance processes or public real estate arrangements in Africa.
4. Architect / Technical Reviewer (PBSA experience preferred) – familiarity with typologies, servicing, safety standards and regulatory requirements for multi-unit accommodation in Ghana or similar markets.
5. Quantity Surveyor / Cost Analyst – experience with Ghana construction cost benchmarking and early-stage cost modelling.
6. Environmental & Social Specialist – strong track record in IFC PS-aligned scoping, stakeholder analysis and construction/operational risk identification.
7. Commercial & Operating-Model Analyst – experience assessing accommodation operating models, O&M structures, tariff-setting mechanisms and financial sustainability.

CVs must clearly state each expert's role(s), relevant experience, and allocated Level of Effort consistent with the proposed methodology and Work Packages.

### D. Project Management, Governance and QA Arrangements (5%)

- Clear project governance structure;
- Quality assurance processes appropriate for analytical and modelling work;
- Suitability of proposed coordination mechanisms with FSD Africa, KNUST, and relevant Kumasi authorities.
- Realistic scheduling, risk management and communications plan.

#### 8.2.2. Financial Evaluation (30%)

The Financial Evaluation – acting as a value-for-money (VfM) proposal - will account for 30% of the overall score and will be assessed on relative cost to other bidders. This is assessed according to the formula below.

#### 8.2.3. Final Ranking

The final ranking of bidders will be based on the summation of the technical & financial proposals: **Total Score = Technical (70%) + Financial (30%)**. FSD Africa reserves the right to:

- request clarifications or hold interviews with shortlisted bidders;
- negotiate final workplans and staffing before contract award;
- reject any proposal that does not demonstrate adequate understanding, technical competency or value for money

Basis of assessment:	Weighting
The Consultant's <b>Technical Understanding of the Assignment and Proposed Approach</b>	25%
The Consultant's <b>Relevant Technical Experience</b>	20%
The Consultant's <b>Qualifications and Competence</b>	20%
The Consultant's <b>Project Management, Governance and QA Arrangements</b>	5%
The Consultant's <b>financial evaluation/ value-for-money proposal</b> for this assignment, based upon fees and total costs for this assignment. This will be calculated according to the below calculation. The lowest bid quoted will be allocated the maximum score of 30%. Fee quoted must be inclusive of applicable withholding tax.  $FS = 30\% \times LB/BP \text{ where:}$ $FS = \text{is the financial score}$ $LB = \text{is the lowest bid quoted}$ $BP = \text{is the bid of the proposal under consideration.}$	30%
<b>Total</b>	<b>100%</b>

## 9. Questions and contacts

Questions or comments in respect of these terms of reference should be directed by email to [bids@fsdafrica.org](mailto:bids@fsdafrica.org), by **12:00pm (EAT) on 17 December 2025**. If relevant, responses to these questions will be published as an addendum on our website by **1700pm (EAT) on 19 December 2025**.

## 10. Applicable Taxes

The Consultant shall be solely responsible for complying with all tax obligations arising from the performance of this assignment, whether in Ghana or in the Consultant's home jurisdiction.

**Responsibility for All Other Taxes:** The Consultant shall bear all other taxes, charges or levies arising from the assignment, including corporate income tax, payroll taxes for staff deployed in Ghana, and any taxes applicable in its own jurisdiction.

**Financial Proposal Requirements:** All prices shall be quoted inclusive of all taxes

FSD Africa will evaluate proposals on the tax-inclusive amounts.

- Any taxes payable will be handled in accordance with Ghanaian law and FSD Africa's contractual arrangements.
- By submitting a proposal, the Consultant acknowledges and accepts responsibility for compliance with all applicable tax obligations.

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 table below provides guidance on the applicable rates as per tax regimes.

Country	WHT Rate
Kenya	5%
United Kingdom	12.5%
Canada	15%
Germany	15%
India	10%
Non-resident rate for citizens of EAC member countries (member countries attached)	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

<b>Consultancy fees*</b>	<b>Days</b>	<b>Fee USD/GBP</b>	<b>Total USD/GBP</b>
XX			
XX			
<b>Total remuneration</b>			<b>0.00</b>
<b>Reimbursement costs**</b>	<b>Unit</b>	<b>Cost USD/GBP</b>	<b>Total USD/GBP</b>
XX			
XX			
<b>Total reimbursement cost</b>			<b>0.00</b>
<b>Total proposed costs</b>			<b>0.00</b>
<i>*Fees incl of all taxes</i>			
<i>**Expenses to be reimbursed on actual costs as per FSD Africa's travel policy</i>			