Terms of reference (ToR) for the procurement of services below the EU threshold

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Developing Strategic IT Partnerships between Ghana and Germany	**Project number: G-011454-007** **Tender number 10056160**

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BPOAK	Business Process Outsourcing Association of Kenya
FK	Expert
FKT	Expert days
GBS	Global Business Services
KZFK	Short-term expert
OAK	Outsourcing Association of Kenya
ToRs	Terms of reference

1. Context

1.1 Brief Information about the project

Germany's digital economy faces a structural talent crisis, with over 100,000 unfilled IT positions severely hindering corporate innovation and growth. While German startups and small-to-medium enterprises (SMEs) increasingly look to international recruitment to bridge this gap, traditional sourcing strategies often encounter significant friction. Relying on primary offshore markets or domestic relocation channels exposes firms to fierce global competition, prohibitive salary inflation, burdensome visa administrative processes, and cross-cultural integration mismatches. Furthermore, many German companies harbour risk-averse perceptions regarding quality control, operational security, and GDPR compliance when considering tech talent from emerging markets like Africa.

This initiative will seek to pilot a new approach to solve this dual challenge by establishing a structured, low-risk, bilateral IT Outsourcing (ITO) bridge directly connecting German startups and SMEs with high-caliber tech talent in Ghana. By combining executive-level network outreach in Germany with local partner infrastructure and a trial placement model, the project directly de-risks initial employer hesitation, dispels perception biases, and provides German firms with pre-vetted, English-fluent IT talent anchored safely within local Ghanaian partner ecosystems.

1.2 Background

GIZ: Special Initiative 'Decent Work for a Just Transition'- Ghana

The Special Initiative 'Decent Work for a Just Transition' (brand name: Invest for Jobs) is an initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), with the mandate to contribute to solving the problem of unemployment and underemployment, in Ghana and 7 other African countries, by improving economic conditions and supporting sustainable investments that lead to more employment.

Therefore, Invest and Jobs, works in partnership with African and European private sector organisations to remove investment barriers to investment, thus enabling the eventual business growth and job creation. These barriers include lacking infrastructure (water, electricity, streets, etc.), lacking local financing possibilities, poor compliance with quality and sustainability standards, lacking contacts to local partners or a lack of skilled and qualified personnel.

Invest for Jobs has placed emphasis on promoting Ghanaian IT talent to demand in Europe as this approach has been proves to be an opportunity for job creation. Thus, by employing the unique advantages of its position to influence public and private sector dialogues, as well as support ecosystem changes, Invest for Jobs can support the growth of the Global Business Services (GBS) sector in Ghana.

This assignment- Developing Strategic IT Partnerships between Ghana and Germany —seeks to leverage executive private-sector relationships across Germany to initiate peer-to-peer dialogues, facilitate 1-on-1 corporate matchmaking, and execute structured trial periods for selected Ghanaian tech talents that would lead to jobs.

2. Tasks to be performed by the contractor

The primary objective of this assignment is to design, execute, and evaluate an innovative market-engagement mechanism that shifts the perception of German startups and small-to-medium enterprises (SMEs) regarding remote IT talent from West Africa, specifically Ghana., The intervention establishes a model where young Ghanaian IT professionals are hired by German firms while physically anchored and employed via established partner organisations in Ghana.

The program will seek to:

- To establish an informed and evidenced view of Ghanaian ITO capability among German buyers, and to deliver a documented pipeline of German companies with scoped tasks and stated readiness to engage Ghanaian providers.
- De-Risk German SME Talent Acquisition: Overcome institutional skepticism, GDPR concerns, and risk aversion among German business leaders by providing a structured, zero-equity talent matching framework backed by dual-market infrastructure in Berlin and Accra.
- Leverage High-Level Political & Corporate Networks: Engage German C-suite executives, Mittelstand decision-makers, and high-net-worth business networks through peer-to-peer dialogues and executive roundtables.
- Execute Hub-Anchored Trial Placements**:** Operationalise 1-month trial periods (virtual, hybrid, or hub-anchored) for matched Ghanaian IT professionals within partner tech companies to ensure power, connectivity, and data security guarantees.
- Establish a Standardised Bilateral Pipeline**:** Apply proven cross-border fellowship and talent-vetting methodologies across pan-African hub networks to ensure European-aligned software engineering and cross-cultural work readiness.

Therefore, the contractor is responsible for providing the following services under 3 workstream packages:

Work Package 1: Dual-Hub Infrastructure Setup & Inception

- **Activate Accra Hub Infrastructure:** The contractor should possess a directly operated physical hub facility in Accra, Ghana, to coordinate and support young IT professionals during trial periods.

- **Local Partner & Technical Integration:** Align with preselected local Ghanaian tech and software engineering networks to create a sourcing pipeline. This activity would be supported by GIZ to integrate beneficiaries from existing upskilling programs into this pipeline. Therefore, the contractor would be expected to work with existing partners in this regard.

Work Package 2: German Executive Mobilisation & Network Engagement

- **Deploy High-Level Political & Business Networks:** Utilise established high-level diplomatic, political, and enterprise IT channels in Germany to convene private C-suite discussions with German startup founders, SME owners, and industry associations.

- **Host Perception-Shift Executive Roundtables:** Organise targeted peer-to-peer roundtables and webinars (in person or virtually) highlighting the commercial, linguistic, and operational advantages of hiring remote Ghanaian tech talent.

- **Secure SME Commitments:** Onboard a cohort of interested German startups and SMEs willing to participate in the 1-month trial placement mechanism. The goal is to target at least 15 German companies; and convert at least 3 into the trial funnel.

Work Package 3: Talent Sourcing, Vetting & Zero-Equity Matching

- **Execute Standardised Screening:** Support the existing partners to align the talent profiles of candidates to the technical domains required by the German companies.

- **Deliver Cross-Cultural & Agile Onboarding:** Conduct intensive readiness modules covering European agile workflows, asynchronous communication, data privacy laws, and German business culture.

Work Package 4: 1-Month Trial Placement Operationalisation

- **Manage Flexible Trial Modalities:** Deploy matched candidates into 1-month funded trial positions across these modalities:

    1. Fully Virtual: Remote work supported by digital infrastructure packages. This can be supported by the hub's physical office where necessary.

    2. Partner-Anchored*:* Full-time physical workspace in the partner company ensuring the candidates have access to high-speed fiber internet, generator backup, dedicated workstations, and invigilated security for beneficiaries that may require it.

  The trial periods shall be designed to cater for up to 30 participants depending on the success of the engagements with German companies.

- **Disburse Candidate Stipends & Support:** Administer stipend payments in the form of internet allowances and technical support to trial candidates during the 30-day evaluation window.

- **Mid-Trial Pulse Checks:** Conduct bi-weekly evaluations with both German hiring managers and Ghanaian developers to resolve operational friction points in real time.

Work Package 5: Contract Conversion, Evaluation & Reporting

- **Facilitate Long-Term Contracts:** Transition successful 1-month trials into long-term remote employment or B2B service contracts through partner companies involved in the project.

- **Evaluate Perception Shift:** Measure changes in German corporate sentiment pre- and post-trial using structured feedback matrices focusing on technical quality, communication, and reliability.

- **Final Deliverables Submission:** Submit a comprehensive report detailing project outcomes, conversion rates, lessons learned, and a blueprint for scaling German Ghanaian digital trade.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestone	Key Deliverable	Timeline
Inception & Infrastructure Activation	Inception Report & Implementation Plan	Up to 1 month after signing the contract
German Market Mobilisation	-Executive Engagement & Outreach Strategy (12-15 German companies targeted -Execution of Executive Roundtables (Berlin / Virtual) -Pipeline Report of Onboarded German Firms Committed to Trials	1-4 months after the start of project
Trial Placement Execution	-Trial Deployment Register -Bi-Weekly Trial Performance & Risk Management Reports -Stipend Disbursement Verification Report	Months 4-5
Contract Conversion & Reporting	-Signed Contract Conversion Report (long-term remote hires):3-4 working relationships with German companies. -Employer Perception Shift & Impact Evaluation Report -Comprehensive Final Project Closeout Report	End of Month 6

Period of assignment: from **15 January 2027 until 30 August 2027.**

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

The proposed contractor should provide evidence of addressing each of the following points:

- **Dual Market Physical Infrastructure.** The contractor must possess a dual operational footprint consisting of an established headquarters in Germany (preferably Berlin, to access the core startup ecosystem) and must directly own and operate a physical, premium tech innovation hub/co-working space within Accra, Ghana. This proof is to be provided via a copy of the commercial register in Germany and the proof of branch registration in Ghana. This is also evidenced by the location of the project experts. The local ecosystem expert based in Ghana supports with coordinating with partner companies on matching the talent, whilst the project coordinator in Germany engages with German companies.
- **Verifiable Executive Pedigree in German Federal Politics and Enterprise IT:** To successfully navigate the high-level perception barriers among German SMEs, the bidding organisation must demonstrate documented, historical integration with both the highest levels of the German Federal Government and top-tier German telecommunications/internet enterprise leadership. This is strictly required to guarantee immediate trust and access when engaging conservative German Mittelstand executives. The bidder should therefore provide 2 references leadership from a reputable German SME and association/industry/government representation.
- **Established Emerging Market to German Fellowship Pipeline:** The contractor must provide evidence of having successfully designed and executed an ongoing, international tech fellowship program for 5 years. This program must be focused on peer learning, investor matchmaking, and German startup ecosystem integration. The bidder should provide 5 references in this regard.

- **Pan-Africa Standardisation and Operational Framework:** While the talent placement focuses on Ghana, the contractor must demonstrate standardised, cross-border IT incubation capabilities by actively operating physical startup hubs in three (3) other African nations across different regions (e.g., North Africa, East Africa). This ensures the contractor applies proven, continent-wide best practices for infrastructure reliability, maker spaces, and talent vetting rather than relying on a single, untested pilot location.
- **Track Record of Zero Equity Corporate Matchmaking:** The implementing partner must currently operate a "zero-equity" accelerator or support model. They must provide four case studies demonstrating direct, proprietary matchmaking services where they have acted as a sparring partner to connect African tech ventures directly to German/European investors and corporate mentors without extracting equity. This non-profit, impartial bridging mechanism is vital to assure German SMEs that the talent placement process is not biased by the contractor's own venture capital interests

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, planning and steering assignments
- Regular reporting in accordance with deadlines
- Responsible for the implementation of marketing and engagement aspects of the project
- Support, coordinate and implement coordination with German companies

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in project management, Business Administration, International Business Management, or similar.
- Language (2.1.2): C1-level language proficiency in English and German
- General professional experience (2.1.3): Five (5) years of professional experience in public-private dialogue, international trade policy, and high-level corporate networking within Germany.
- Specific professional experience (2.1.4): Five (5) years in supporting engagements with German C-suite executives, Mittelstand federations, startup ecosystems, and programme delivery.
- Leadership/management experience (2.1.5): Three (3) years of leading international project management delivery.
- Regional experience (2.1.6): Two (2) years of experience in projects in the African region
- Development cooperation (DC) experience (2.1.7): One (1) year of experience implementing DC projects

Key expert 1- Local Ecosystem Coordination Lead

Tasks of key expert 1

- Serves as local coordinator in Ghana for the project.
- Responsible for coordinating with the local partner companies, providing on the group check ins, coordination and support with trial sessions. train-the-trainer sessions with selected local trainers from UDS.
- Support with drafting reports, and liaison with the GIZ project team.

Qualifications of key expert 2

- Education/training (2.2.1): Master's degree in project management, Business Administration, International Business or similar field.
- Language (2.2.2): C1-level language proficiency in English
- General professional experience (2.2.3): Five (5) years of professional experience working as a leader in various coordinating functions in the digital sector in Africa.
- Specific professional experience (2.2.4): Five (5) years in delivering incubation and acceleration programme design, and business model development.
- Regional experience (2.2.6): Five (5) years of experience implementing projects in the African region
- Development cooperation (DC) experience (2.2.7): One (1) year of experience implementing DC projects.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 (GERMAN ONLY)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The Development and Climate Alliance (German only) has published a list of standards (German only). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
Team Leader- Project Coordinator	1	15	15	
Expert 1 – Local Ecosystem Coordination Lead	1	13	13	
Other costs	**Number**	**Price**	**Total**	**Comments**
Flexible remuneration	1	5.000,00	5.000,00	A budget of **EUR 5.000,00** is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Internet access for one Month Trial	30	500,00	15.000,00	A budget of **EUR 15.000,00** is set aside to cover internet access for the one-month trial period.
Paid marketing campaigns and newsletter placements	1			Propose a budget to cover marketing campaigns that

				would support engagement with German companies.
Fees for event participations	1			Propose a budget to cater for fees where event participation is foreseen.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

7. Option

The Options will be exercised for Phase 2 of the project which shall include the following tasks:

Requirements

Exercising the option will be dependent on:

- Prior discussion with GIZ and confirmation of willingness of German companies to carry out a technical and cultural exchange session.

- Confirmation of budget availability from GIZ to cover these costs.

Scope of Activities

- **Technical/Cultural Integration Trip:** As discussed by GIZ; coordinate a selection process to allow at least 3-5 beneficiaries to be embedded in German companies for a short period of between 7 to 10days and support projects; whilst demonstrating the capability of Ghanaian IT talent. This process would be jointly coordinated with the

partner companies who would carry out the selection process and provide other technical requirements to make the process seamless.

- **Workshop and Event:** Where necessary from the result of the engagement, coordinate the organisation of an in person roundtable/event that brings together key decision makers engaged during the process to share feedback, lessons and create prospects for more employment opportunities towards Ghanaian IT talent.

Milestones

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestone	Key Deliverable
Confirmation of Availability of companies for the exchange	3-5 companies onboarded to take up participants and embed them in projects.
Implementation of Integration Trip	5 beneficiaries integrated in German companies for up to 1 week
In-person roundtable/event	Organisation of event focused on executives of German companies identifies

These set of activities shall be implemented via a contract extension until **30 November 2027**

The basis for implementation of the option shall be decided by March 2027

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader- Project Coordinator	1	3	3	

Expert 1 – Local Ecosystem Coordination Lead	1	3	3	
Travel Cost	**Qty**	**Price (EUR)**	**Total (EUR)**	**Comments**
Total Travel budget .	1	16.000,00	16.000,00	A fixed budget of **EUR 16.000,00** is earmarked for settling travel expenses against evidence. This budget is allocated for travel costs 5 beneficiaries for a period of 10 days You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
CO2 Compensation Costs	1	600,00	600,00	A cost of **EUR 600,00** is foreseen and allocated to CO2 Compensation
Other costs	**Number**	**Price (EUR)**	**Total (EUR)**	**Comments**
Events	1	3.000,00	3.000,00	Budget covers an in-person Hub events in Germany taking the following cost items into account: facilitation materials, room hire where applicable, refreshments for in-person sessions.

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service