

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

CONFIDENTIAL

<b>AGILE SKILLS FOR NORTHERN GHANA</b>	<b>Project number/ cost centre: G-011454-007</b>
	<b>Tender number 10029960</b>

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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

Ghana's Global Business Services sector, including BPO (business process outsourcing) and ITO (IT Outsourcing), is growing and creating formal jobs and foreign exchange, especially through demand from Germany and other European markets.

However, these gains are concentrated in Accra and Kumasi, while the five northern regions remain largely left out despite making up about 20% of the population. Tamale and the wider north face high youth unemployment and limited digital skills training, even though many young people have post-secondary education. At the same time, Tamale's rapid growth, improving internet access, and emerging innovation spaces create strong potential for GBS expansion.

The Germany Ghana Northern Alliance for Jobs (GGNorth 4 Jobs) project is a pilot initiative implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. This project aims to extend capacity-building activities in the Global Business Services (GBS) sector to the Northern region of Ghana, focusing on skilling young people for sustainable job opportunities. By partnering with private sector companies experienced in GBS training and hiring, and a local innovation hub for training and workspace provision, GGNorth will equip young people with in-demand skills for specific roles in partner GBS companies.

Under the GGNorth Initiative, various trainings will be conducted to target specific skills areas. One of the skill areas that will be targeted is Agile project management skills. Therefore, this assignment- titled **Agile Skills for Northern** Ghana will seek to provide internationally recognised project management and scrum trainings.

### 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 it has been identified by the project as a goldmine where job creation is concerned. 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- Agile Skills for Northern Ghana — represents the first strategic extension of that model northward, directly addressing the geographic inequality in GBS opportunity and

contributing to Ghana's national agenda for inclusive economic growth, SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).

## **2. Tasks to be performed by the contractor**

The objective of this assignment is to equip recent graduates from the Northern Ghana with globally recognized, industry-standard agile and IT service management competencies. The goal of this intervention is to dramatically increase the employability of these young graduates, directly enabling them to secure high-value jobs in the digital economy and IT/Business Process Outsourcing (BPO) sectors.

The trainings will seek to:

- Provide internationally recognised certification in project management (PMA) and Scrum (PSM I or PSPO I) with applied modules on Human Centered Innovation, generative artificial intelligence and agile soft skills.
- Build durable training capacity at a Northern Ghanaian higher education institution i.e University of Development Studies (UDS) through a structured Train the Trainer track to enable the curriculum to be continually implemented by the university's faculty.
- Create a visible bridge to German business actors through a curated hackathon format
- Reframe the public narrative on talent between Germany and West Africa.

Therefore, the contractor is responsible for providing the following services:

The contractor will design, manage, and execute a comprehensive capacity-building program divided into three distinct phases.

### **Phase 1: Inception, Selection & Curriculum Adaptation**

- Conduct a rapid alignment assessment with local tech ecosystem stakeholders to map exact skill gaps.
- Co-develop selection criteria alongside UDS to screen and onboard a cohort of 30 high-potential recent graduates.
- Adapt the contractor's existing accredited training materials (Scrum, PRINCE2 Agile, ITIL) to contextualize them for remote work, global outsourcing standards, and the local market context.

### **Phase 2: Intensive Training Delivery & Certification Prep**

- Deliver a high-impact, interactive hybrid training modules covering Scrum Master, Product Owner, and foundational IT Service Management (ITSM) frameworks.
- Provide official exam preparation, mock simulations, and administer internationally recognized certification exams to all 30 participants.

- Integrate practical, project simulations where participants apply agile ceremonies to real-world business case studies. The contractor should propose and align with at least 3 German IT companies (of their choosing), with whom these simulations can be conducted.

### Phase 3: Train-the-Trainer (ToT)

- Train the selected candidate trainers in adult learning methodologies, virtual/hybrid facilitation techniques, and effective classroom management specifically tailored for tech education.
- Execute a practical "shadowing" framework where local trainers from Tamale co-facilitate agile modules to the selected cohort under the direct supervision and real-time coaching of Maxpert experts.
- Guide the new trainers in creating localized case studies relevant to the African digital economy. Deliver a complete, turn-key "Instructional Toolkit" (lesson plans, slide decks, grading rubrics, and sandbox exercises) to UDS for future independent replication.

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

Milestone	Key Deliverable	Timeline	Target / Acceptance Criteria
<b>Inception &amp; Preparation</b>	Design of curriculum, selection of trainers, coordination with university trainers, participant selection in conjunction with UDS and all other pre-training activities.	Up to 1 month after signing the contract	Cohort successfully onboarded; ToT selection criteria approved by UDS management.
Training sessions	17 days high quality training sessions in person in Tamale	1-2 months after the start of project	Cohort successfully trained
<b>Technical Certification</b>	Certification registry proving examination completion and pass rates for the core agile modules.	End of Month 4	Target achievement of an 85% or higher certification pass rate; top ToT candidates finalized.
<b>ToT Practical Completion</b>	Evaluation reports from the supervised co-delivery sessions and peer-review assessments.	End of Month 5	100% of candidate trainers successfully complete their supervised teaching hours.
<b>Institutional Handover</b>	Signed handover of the "Agile Skills Instructional Toolkit" and a sustainability roadmap for UDS.	End of Month 6	A minimum of 5-8 fully certified, locally competent Agile Trainers officially validated to replicate the course.

Period of assignment: from **30 August 2026 until 1 April 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:

- **Official International Accreditations:**  
The contractor proves to be an officially accredited training organization in Europe, holding direct partnerships with the world's leading certification bodies,

including Scrum.org, AXELOS (for PRINCE2® and ITIL®), and IREB®. The organization should be officially authorized to administer these exams.

- **Proven Track Record in the African Tech Context:**

The contractor should have a proven track record of activities and upskilling programs that bridge the gap between European corporate standards and the realities of the African tech ecosystem. The contractor should have at least 4 successfully delivered training programs for tech professionals in Sub-Saharan Africa, understanding the local logistical and cultural nuances required for success.

- **A Proprietary Blended-Learning Methodology:**

The contractor should have an already developed certified e-learning with highly interactive, on-site bootcamp phases. The entire module which will be adapted for this program should demonstrate delivery that moves beyond academic lectures, focusing heavily on practical application through agile simulations and soft skills development.

- **Direct Link to the European Private Sector (The Hackathon Model):**

The successful contractor should demonstrate access to an extensive corporate network in Germany to bring real-world business challenges into the classroom. This competence is necessary for the culmination of training is an Agile Hackathon, where participants solve actual use cases provided by German IT companies.

#### **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 and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

###### 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 organisational development and large-scale capacity-building projects.

- Specific professional experience (2.1.4): Five (5) years in supporting the implementation of certifications in classic and agile governance (e.g., PMP, PRINCE2).
- Leadership/management experience (2.1.5): Five (5) years of management/leadership experience in coordinating the project management upskilling programs
- 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- Human Centered Design Expert**

#### Tasks of key expert 1

- Responsible for the implementation of human centered design component of the trainings.
- Support, coordinate and implement the design of the practical simulations with German companies.
- Coordinate with other experts necessary to support the implementation of the assignment.
- Drafting reports, and liaison with the GIZ project team.

#### Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in project management, computer engineering, IT Service Management, Business Administration, or similar field.
- Language (2.2.2): C1-level language proficiency in English and German
- General professional experience (2.2.3): Five (5) years of professional experience in the German IT sector, working across multiple teams and projects
- Specific professional experience (2.2.4): Five (5) years in delivering certifications in the following areas; requirements engineering, design thinking, agile, scrum (I and II) and IT Service Management (ITIL5)
- Regional experience (2.2.6): One (1) year of experience implementing projects in the African region
- Development cooperation (DC) experience (2.2.7): One (1) year of experience implementing DC projects

### **Key expert 2- Lead Agile and Scrum Trainer**

#### Tasks of key expert 2

- Serves as technical curriculum delivery and technical mentor for second phase of the training.
- Contextualizing the content into the realities of the African market.
- Responsible for coordinating the 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 (2.3.1): Master's degree in project management, Business Administration, International Business or similar field.
- Language (2.3.2): C1-level language proficiency in English
- General professional experience (2.3.3): Five (5) years of professional experience working as a leader in the digital sector in Africa



Specific professional experience (2.3.4): Five (5) years in delivering certifications in the following areas; requirements engineering, design thinking, agile, scrum (I and II) and IT Service Management (ITIL5) to African students

- Regional experience (2.3.6): Five (5) years of experience implementing projects in the African region
- Development cooperation (DC) experience (2.3.7): One (1) year of experience implementing DC projects.

### **Key expert 3- Agile and Scrum Quality Consultant**

#### Tasks of key expert 3

- Serves as quality assurance of technical curriculum delivery.
- Serves as technical mentor during the second phase of training sessions with a focus on agile methodologies and soft skills sessions.
- Also responsible for train the trainer sessions

#### Qualifications of key expert 3

- Education/training (2.4.1): Master's degree in project management, Business Administration, International Business or similar field.
  - Language (2.4.2): C1-level language proficiency in English and German
  - General professional experience (2.4.3): Five (5) years of professional experience in the German IT private sector.
- Specific professional experience (2.4.4): Five (5) years in delivering quality assurance in the certification process for the following areas; requirements engineering, design thinking, agile, scrum (I and II) and IT Service Management (ITIL5) to African students
- Regional experience (2.4.6): Two (2) years of experience implementing projects in the African region
  - Development cooperation (DC) experience (2.4.7): One (1) year of experience implementing DC projects.

### **Key expert 4- Assistant trainer**

#### Tasks of key expert 4

Responsible as a program assistant, and responsible for the operations, coordination, logistics of the program and supporting the project coordinator

#### Qualifications of key expert 4

- Education/training (2.5.1): Master's degree in project management, Business Administration, International Business or similar field.
  - Language (2.5.2): C1-level language proficiency in English
  - General professional experience (2.5.3): Three (3) years of professional experience in working in an organization with a technology and digital training content focus.
- Specific professional experience (2.5.4): Three (3) years in assisting the delivering of training content towards the certification process for the following areas; requirements engineering, design thinking, agile, scrum (I and II) and IT Service Management (ITIL5) to African students
- Regional experience (2.5.6): Three (3) years of experience implementing projects in the African region

- Development cooperation (DC) experience (2.5.7): 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<sub>2</sub> 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<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> 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	1	20	
Expert 1- Human Centered Design Expert	1	1	4	
Expert 2- Lead Agile and Scrum Trainer	1	1	8	
Key expert 3- Quality Assurance Agile Consultant	1	1	11.5	
Key Expert 4 - Assistant trainer	1	1	4	
Other costs	Number	Price	Total	Comments
<b>Flexible remuneration</b>	1	5000	5000	A budget of EUR 5000 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.
Transport	Quantity	Amount	Total	Comments
<b>Total Travel Budget</b>	1	10.500	<b>10.500</b>	Total travel budget of EUR 10.500 has been allocated for all travel costs (national and international flights, per diem allowances and accomodation costs) Estimation should be made to allow 3 experts for international flights and 3 experts for national flights with the corresponding local travel costs.

<b>CO2-Kompensation</b>	6	100	<b>600</b>	A fixed budget of EUR 600 is set aside for CO2 Compensation.  3 * International round trips and 3* domestic flights
<b>Other costs</b>	<b>Quantity</b>	<b>Price</b>	<b>Total</b>	<b>Comments</b>
<b>License costs for access to Scrum and other agile tools</b>	30		30	An estimate should be made for license cost for 30 participants
<b>Costs for examinations</b>	30		30	An estimate should be made for exam cost for 30 participants
<b>Costs for training materials</b>	30		30	An estimate should be made for training materials for 30 participants

#### Cost Allocations

After a successful implementation of the tasks, GIZ would require submission of invoices with a split of costs according to the internal project number of projects responsible for the activity. Please see below allocations that should be used in this case:

Cost Items	Project Number	Project Name
Fee Days for Team Leader, Key Expert 1, Key Expert 2, Key Expert 4 and Flexible Remuneration costs	G-011454-007	Special Initiative 'Decent Work for a Just Transition-Country Program Ghana
Fee Days for Key Expert 3, All costs for Travel and CO2 Kompensation, Costs for Training materials, examinations, and licenses	G-011968-001	Special Initiative 'Decent Work for a Just Transition-Global Programme

## 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.