

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

CONFIDENTIAL

---

<b>CONSULTANCY FOR THE "SKILLS &amp; INNOVATION ACADEMY" OF THE SPECIAL INITIATIVE "DECENT WORK FOR A JUST TRANSITION" (INVEST FOR JOBS)</b>	<b>Project number/ cost centre: 19.4933.8-005.00</b>
--	--

---

0.	List of abbreviations .....	2
1.	Context.....	3
2.	Tasks to be performed by the contractor .....	3
3.	Concept.....	5
	Technical-methodological concept .....	5
	Project management of the contractor (1.6) .....	6
4.	Personnel concept.....	6
	Team leader .....	6
	Short-term expert pool with minimum 3 members, maximum 5 members.....	7
5.	Costing requirements .....	8
	Assignment of personnel and travel expenses .....	8
	Sustainability aspects for travel .....	8
6.	Inputs of GIZ or other actors.....	10
7.	Requirements on the format of the tender .....	10
8.	Option .....	10
	Type and scope.....	10
	Requirements.....	10
	Quantitative requirements for the optional services .....	11
	Requirements on the format of the tender for the option.....	12
9.	Annexes .....	<b>Error! Bookmark not defined.</b>

## **0. List of abbreviations**

AVB                      General Terms and Conditions of Contract for supplying services and work

ToRs                    Terms of reference

## 1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a provider of international cooperation services for sustainable development and international education work, dedicated to building a future worth living around the world. As part of the Ghana-German cooperation, GIZ has been involved in supporting a wide range of sectors for over 30 years. As agreed between the Governments of Germany and Ghana, GIZ is boosting Ghana's potential by focusing its projects on three priority areas: Responsibility for our planet - climate and energy, Training and sustainable growth for decent jobs as well as Peaceful and inclusive societies. In addition, nearly all the projects in Ghana involve the private sector.

GIZ has been commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) to implement the Special Initiative "Decent Work for a Just Transition", which operates under the brand 'Invest for Jobs'. The objective is to promote job creation and growth of enterprises in Ghana. Invest for Jobs works in three areas of intervention: 'Business & Invest', 'Cluster approach' and 'Ghanaian SME (Mittelstand)'. Under the 'Business & Invest', it promotes sustainable investments from German and European companies and investors; the 'Cluster approach' aims to increase the economic attractiveness of business locations and industries; intervenes to support industrial parks, improves export opportunities and addresses various obstacles to investment. The 'Ghanaian SME (Mittelstand)' promotes the SME sector, by improving the business environment and enhancing competitiveness, by promoting advisory and (innovative) financial services for SMEs and boosting cooperation between German and African companies.

Under its second component, Ghanaian SME, GIZ intends to implement the "Skills & Innovation Academy" which provides skills upgrade trainings to newly hired staff members (or those who are in the recruitment process) of SMEs that are currently participating or have previously participated in an SME support project of Invest for Jobs. The project is tailored toward SMEs who have upscaled their businesses, have room to create new decent jobs and require training support for their new employees. These trainings will focus on technical knowledge, expertise and practical skills related to the professions and activities that the new staff members execute in their companies. A special emphasis is on innovative approaches in the respective professions, e.g. use of digital tools, Artificial Intelligence and gamification of tasks. Another important emphasis is on skills related to resource efficiency and cleaner production. The trainings will also include Occupational Safety and Health (OSH) and social protection topics. The trainings are expected to be beneficial to both the employees in terms of their skills development and career advancement as well as to the employer's business that will increase its productivity due to improved skills of employees, thereby contributing to growth and creation of more jobs.

## 2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Presentation during the inception meeting and preparation of inception report with further specification and clarification of the methodology to be deployed to deliver the activities
- Selection of 280 participants (newly hired staff members or those who are in the recruitment process) of SMEs that are currently participating or have previously participated in an SME support project of "Invest for Jobs", on a rolling basis:
  - The GIZ team will support with reaching out to the SMEs.
  - Deployment of an online application / registration tool for the trainings.

- The following professions (roles in the SMEs) are being considered, based on initial feedback from the SMEs: 1) Machine operators and production staff, 2) Sales and marketing staff, 3) Agricultural extension officers and farm hands.
- Selection is based on selection criteria (including gender considerations and income thresholds) and a scoring system which have to be developed in advance, in cooperation with GIZ.
- Enterprises are expected to pay for the commuting of their staff members to the training location. However, if the training location is far, a budget is set to support them with paying for travelling and accommodation. Still, enterprises that are committed to covering these costs on their own have higher chances of being selected to send more staff members to the training.
- Final selection of participants will be done with the GIZ team.
- Implementation of 14 training sessions (5 days per session, 20 participants in average):
  - The focus is on technical knowledge, expertise and practical skills related to the professions (roles) and activities that the new staff members execute in their companies.
  - A special emphasis is on innovative approaches in the respective professions, e.g. use of digital tools, Artificial Intelligence and gamification of tasks.
  - Another important emphasis is on skills related to resource efficiency and cleaner production.
  - The training sessions will also include Occupational Safety and Health (OSH) and social protection topics such as pension schemes, insurances etc.
  - The number of training sessions per profession as well as the locations depend on demand from the SMEs. It is expected that around half of the sessions will take place in Greater Accra, whilst the other half might take place in other administrative regions in Ghana.
  - The training contents including handouts and didactical approaches (presentations, discussions, group work etc.) need to be developed. The SMEs' priorities concerning the training contents (which they enter into the online application / registration tool) need to be taken into consideration to ensure that their requirements in terms of staff development are met.
  - Participants develop improvement ideas during the training. It is expected that they will agree with their managers on the implementation of these ideas after the training. This should be documented via a template by the participants and the managers.
- Documentation of activities with photos, short videos, articles to feed GIZ communication activities.
- Reporting: quarterly and final reports.
- The contractor is responsible for selecting, preparing, training and steering the experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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

Milestones/process steps/partial services	Deadline/place
---	----------------

Inception meeting	15.09.2025 in GIZ office, Accra
Inception report	22.09.2025
Finalization of selection criteria and scoring system	29.09.2025
Finalization of online application / registration tool for the trainings	06.10.2025
Finalization of training contents and didactical approaches	20.10.2025
Start of training sessions	24.11.2025 in various locations in Ghana
Finalization of training sessions	11.12.2026 in various locations in Ghana
Quarterly reports	Quarterly
Final report	21.12.2026

Period of assignment: from 15.09.2025 until 31.12.2026.

### 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.

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.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

## **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, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting experts
- Regular reporting in accordance with deadlines

#### Qualifications of the team leader

- Education/training (2.1.1): university degree (Masters) in Business Administration, Economics, Project Management, Human Resources Management, Vocational Education or related fields
- Language (2.1.2): C1-level language proficiency in English, B2-level language proficiency in 2 local languages
- General professional experience (2.1.3): 11 years of professional experience in capacity building, Human Resource development or vocational education

- Specific professional experience (2.1.4): 3 years of professional experience related to Occupational Safety and Health
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Development cooperation (DC) experience (2.1.7): 2 years of experience in 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

#### **Short-term expert pool with minimum 3 members, maximum 6 members**

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

#### Tasks of the short-term expert pool

- Development of training contents including handouts and didactical approaches (presentations, discussions, group work etc.)
- Implementation of 14 training sessions (5 days per session).
- The following professions (roles) are being considered, based on initial feedback from the SMEs: 1) Machine operators and production staff, 2) Sales and marketing staff, 3) Agricultural extension officers and farm hands. The number of training sessions per profession as well as the locations depend on demand from the SMEs. Therefore, the short-term expert pool needs to be handled in a flexible way which means that depending on demand, other profiles might be added and number of individual expert days changed within the limit of the overall available expert days.
- Supporting the Team Leader with any other activities that are part of this consultancy.

#### Qualifications of the short-term expert pool

- Education/training (2.6.1): 1 expert with university qualification (Masters) in Engineering or related fields; 1 expert with university qualification (Masters) in Marketing, Sales Management or related fields; 1 expert with university qualification (Masters) in Agriculture, Agricultural Engineering, Crop Science or related fields
- Language (2.6.2): 3 experts with C1-level language proficiency in English, B2-level language proficiency in 2 local languages
- General professional experience (2.6.3): 1 expert with 6 years of professional experience in the manufacturing sector; 1 expert with 6 years of professional experience in marketing and sales; 1 expert with 6 years of professional experience as agricultural extension officer
- Specific professional experience (2.6.4): 3 experts with 3 years of professional experience in capacity building, Human Resource development or vocational education

- Development cooperation (DC) experience (2.6.6): 3 experts with 2 years of experience in DC

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

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	1	90	90	
Short-term expert pool	3-6		90	The number of training sessions per profession as well as the locations depend on demand from the SMEs. Therefore, the short-term expert pool needs to be handled in a flexible way which means that depending on demand, other profiles might be added and number of individual expert days changed within the limit of the overall available expert days.
Travel expenses	Quantity	Number per expert	Total	Comments



<b>Per-diem allowance</b>			70	Lump-sum; it is expected that around half of the sessions will take place in Greater Accra, whilst the other half might take place in other administrative regions in Ghana.
<b>Overnight allowance</b>			70	Against evidence
<b>Transport</b>	<b>Number</b>	<b>Price (GHS)</b>	<b>Total (GHS)</b>	<b>Comments</b>
<b>Fixed transport budget</b>	1	34,800.00	34,800.00	A fixed budget of GHS 34,800.00 is earmarked for settling travel expenses (flights, car rental, public transportation for TL and experts) against evidence.  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.
<b>Carbon offsets for flights</b>			1,200.00	A fixed budget of GHS 1,200.00 is earmarked for settling carbon offsets against evidence.
<b>Other costs</b>	<b>Number</b>	<b>Price (GHS)</b>	<b>Total (GHS)</b>	<b>Comments</b>
<b>Flexible remuneration</b>	1	100,000.00	100,000.00	A budget of GHS 100,000.00 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.
<b>Workshops</b>	14	40,000.00	560,000.00	The budget contains the following costs: conference rooms / conference packages. Against evidence
<b>Other costs</b>	1	66,000.00	66,000.00	Enterprises are expected to pay for the commuting of their staff members to the training location. However, if the training location is far, a budget is set to support them with paying for travelling and accommodation.

## **6. Inputs of GIZ or other actors**

GIZ is expected to make the following available:

- Organization of regular online meetings to discuss the progress of the project
- The GIZ team will support with reaching out to the SMEs
- GIZ will be involved in the final selection of beneficiaries
- Provision of feedback on activities and deliverables

## **7. 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.

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.

## **8. Option**

After the services put out to tender have been completed, important elements of these tasks can be continued or extended. Specifically:

### **Type and scope**

The contractor is responsible for providing the following optional services:

- Implementation of 7 additional training sessions (5 days per session, 20 participants in average), including selection of participants and reporting

### **Requirements**

Exercising the option will depend on positive assessment of interim results of the original commission, demand of SMEs and budget availability of the GIZ project. The decision on continuation is expected to be made between 01.07.2026 and 31.10.2026. If the option is exercised, it is anticipated that the contract term will be extended to 31.10.2027.

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	1	45	45	
Short-term expert pool	3-6		45	The number of training sessions per profession as well as the locations depend on demand from the SMEs. Therefore, the short-term expert pool needs to be handled in a flexible way which means that depending on demand, other profiles might be added and number of individual expert days changed within the limit of the overall available expert days.
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance			35	Lump-sum; it is expected that around half of the sessions will take place in Greater Accra, whilst the other half might take place in other administrative regions in Ghana.
Overnight allowance			35	Against evidence
Transport	Number	Price (GHS)	Total (GHS)	Comments
Fixed transport budget	1	17,400.00	17,400.00	<p>A fixed budget of GHS 17,400.00 is earmarked for settling travel expenses (flights, car rental, public transportation for TL and experts) against evidence.</p> <p>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.</p>

<b>Carbon offsets for flights</b>			600.00	A fixed budget of GHS 600.00 is earmarked for settling carbon offsets against evidence.
<b>Other costs</b>	<b>Number</b>	<b>Price (GHS)</b>	<b>Total (GHS)</b>	<b>Comments</b>
<b>Flexible remuneration</b>	1	50,000.00	50,000.00	A budget of GHS 50,000.00 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.
<b>Workshops</b>	7	40,000.00	280,000.00	The budget contains the following costs: conference rooms / conference packages. Against evidence
<b>Other costs</b>	1	33,000.00	33,000.00	Enterprises are expected to pay for the commuting of their staff members to the training location. However, if the training location is far, a budget is set to support them with paying for travelling and accommodation.

#### 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.