

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

	Project number/
Consultancy for the Implementation of a Northern Ghana Creativescost centre: Support Program	G-018082-001

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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
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The Private Sector and Innovation Promotion (PSInno) project is an innovation-driven project commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in cooperation with national partners in Ghana.

PSInno aims to strengthen Ghana's private sector competitiveness and innovation capacity by supporting the development and adoption of digital and technology-driven solutions across the digital and agri-business ecosystems. The programme contributes to inclusive economic transformation by enabling startups, SMEs, public institutions, and intermediary organisations to innovate, improve productivity, and create sustainable employment opportunities, with particular attention to young people, women, and actors in northern Ghana.

The project works across three interconnected areas: strengthening innovation ecosystems and institutional capacities; supporting agric SMEs and startups to develop and test technology-based products, services, and business models; and expanding digital competencies to improve employability and economic participation. Through targeted interventions, PSInno promotes science-to-business collaboration, technology transfer, and the introduction of innovation support mechanisms that connect research institutions, industry, and markets.

Northern Ghana's creative economy, particularly in the audiovisual sector, represents significant untapped potential for economic development and cultural preservation. Comprising the Northern, Upper East, Upper West, Savannah, and North East Regions, the area has a growing population of videographers, photographers, content creators, and multimedia professionals who face distinct challenges in accessing quality training, professional development, and sustainable income opportunities.

Our earlier assessment indicates that Northern Ghana-based creatives face inadequacy in:

- Formal technical training in video production and post-production
- Business management and financial literacy skills
- Legal knowledge to protect their intellectual property and negotiate fair contracts
- Structured networking and market access opportunities
- Knowledge of emerging technologies, including artificial intelligence tools for creative work

A participatory workshop conducted with Northern Ghana-based audiovisual creatives identified the following priority needs:

- Capacity Building for Creatives in areas such as Intellectual Property training, Video Production, Artist Management
- Business Development Support in areas such as legal support, Financial Management, Startup Creation, Contracting

This program will acknowledge and respond to the unique context of Northern Ghana:

- **Infrastructure challenges:** Unreliable electricity and internet connectivity requiring offline-capable tools and backup plans
- **Market characteristics:** High demand from development sector and NGOs, agricultural value chain actors, cultural and traditional institutions, and growing private sector
- **Geographic dispersion:** Creatives spread across multiple regions requiring strategic hub-based delivery

- **Cost sensitivity:** Lower average incomes necessitating focus on free/low-cost software and equipment-sharing models
- **Cultural assets:** Rich cultural heritage and traditional practices offering unique content opportunities
- **Language diversity:** Multilingual context (Dagbani, Gonja, Mampruli, Kasem, etc.) creating demand for localized content
- **Equipment access:** Limited availability of professional equipment requiring creative solutions and shared resource models

1.1 Objective of the Consultancy

This consultancy will design and implement a programme that helps Northern Ghana-based audiovisual creatives build sustainable income-generating businesses through enhanced technical production capabilities and business development skills. The programme addresses the specific implementation gap facing regional creatives by providing hands-on support, practical business tools, and market-ready skills that generate measurable economic outcomes.

Success will be measured by verifiable business outcomes: increased income from production gigs, new client acquisitions, improved contract terms, business formalization, equipment investments, and sustained revenue growth beyond the programme period.

1.2 Program Components

The programme consists of eight integrated core competency areas delivered over 12 weeks through in-person training sessions in a core regional hub (likely Tamale). The delivery model combines intensive workshops, hands-on practice, peer learning, and individual coaching to ensure practical skill application and income generation.

Core Competency Areas may include (contractor must validate these areas and present a final program based on an initial research):

- **Technical Production Skills:** Camera operation, lighting, sound recording, production workflow, and specialized formats (events, corporate, documentary, music video)
- **Post-Production and Content Finishing:** Editing, color grading, audio mixing using accessible software (DaVinci Resolve, CapCut)
- **Intellectual Property Rights and Protection:** Copyright fundamentals, music licensing, content protection, licensing models, revenue from IP
- **Legal Frameworks and Contracting:** Service contracts, client agreements, business registration, negotiation strategies, tax compliance
- **Financial Management and Pricing:** Pricing strategies, project budgeting, invoicing, cash flow management, revenue diversification
- **Marketing, Branding, and Client Acquisition:** Portfolio development, social media marketing, networking, proposal writing
- **Business Strategy and Artist Management:** Business models, growth strategies, self-management, accessing funding opportunities
- **Artificial Intelligence for Creatives:** AI-assisted production, content enhancement, business support, ethical considerations (integrated throughout). This program will leverage resources from a separate 'AI for Creatives' program currently being developed by the PSInno team. The contractor will hence not develop this component but integrate it into this program for beneficiaries.

The programme follows a four-phase structure aligned with the creative business journey: Foundations (Weeks 1-3), Production Mastery (Weeks 4-7), Post-Production & Business Growth (Weeks 8-10), and Professional Practice & Sustainability (Weeks 11-12).

1.3 Target Beneficiaries:

Fifty (50) audiovisual creatives based in Northern Ghana, operating in at least one of the following 4 areas: videographers / photographers, content creators, music production and Documentary & Storytelling. Participants will be selected based on:

- Geographic diversity: Representation from Northern, Upper East, Upper West, Savannah, and North East Regions.
- Current engagement: Demonstrated active involvement in audiovisual creative work (portfolio evidence required)
- Commitment: Availability to attend 3 sessions per week for 12 weeks
- Gender balance: Minimum 40% women participants
- Growth potential: Commitment to pursuing creative work as primary or significant income source

2. Tasks to be performed by the contractor

The consultant is responsible for providing the following work packages:

Work Package 1: Regional Creative Economy Assessment

Before designing the programme, the consultant must understand the Northern Ghana creative ecosystem, existing support mechanisms, and the specific challenges facing regional audiovisual creatives.

The ecosystem assessment should map existing creator support infrastructure in Northern Ghana. Which organizations provide training or business support to creatives? What do they focus on? What outcomes have they achieved? The assessment should identify gaps where this programme adds unique value rather than duplicating existing efforts.

The assessment should also leverage the consultant's existing networks and partnerships within Northern Ghana. What operational infrastructure already exists that creatives can access, ie suppliers, equipment rental facilities, training venues, legal support, business registration services? Document established relationships and identify how these can serve programme participants.

Specifically, the consultant should identify:

- Which technical and business development needs are already well-served by existing programmes
- What kinds of practical, hands-on support are missing
- Which creative segments may be underserved (women, specific regions, content verticals)
- What existing programmes don't provide in terms of income generation and market access

Deliverables:

- Ecosystem Analysis Report documenting existing creative support programmes in Northern Ghana, consultant's operational infrastructure and partnerships, identified gaps, and strategic positioning recommendations

- Creatives Assessment Report covering business-building challenges by creative profile, technical and digital readiness analysis, differentiated needs across experience levels and regions, and data-driven recommendations
- Presentation to GIZ summarizing findings and recommendations
- Revised assessment incorporating GIZ feedback

Approval from GIZ required before proceeding to Work Package 2.

Work Package 2: Programme Design

Based on the approved assessment, the consultant will design a practical, 12-week programme delivered in Northern Ghana. The design should reflect understanding that creatives balance content production with business building, and need immediate, practical skills that generate income.

The programme structure should provide appropriate individualized support to participants at different skill levels while leveraging peer learning and collective momentum. The 12 weeks should be structured with clear progressive learning phases and practical outputs at each stage.

Programme participants should receive:

- In-person intensive training sessions (3 per week: specific days to be chosen based on the region's demographics)
- Hands-on practice with production equipment and software
- Weekly coaching on business development and technical challenges
- Peer learning sessions where creatives share experiences and collaborate
- Access to business templates, contracts, and operational tools
- Connections to successful practitioners for guidance on specific challenges

The programme design should include detailed materials participants can actually use: clear practical guides, contract templates, pricing calculators, curated directory of operational partners (leveraging consultant's networks) with honest assessments of capabilities and costs.

The design should explain exactly how business impact will be measured. What baseline data will be collected? How will skills development be verified? What evidence will confirm income improvement? How will client acquisition and business growth be tracked?

Deliverables:

- Programme Design Document covering programme structure, support differentiation approach, week-by-week implementation plan, in-person delivery logistics, and support mechanisms
- Impact Measurement Framework detailing baseline data requirements, skills verification methods, income tracking protocols, and evidence gathering procedures
- Training and workshop materials including presentation slides, participant resource materials, exercises, templates, and facilitator guides

Work Package 3: Participant Recruitment and Selection

The consultant will recruit 50 audiovisual creatives from across Northern Ghana, in accordance with GIZ guidelines.

Recruitment should reach beyond obvious channels. Creative collectives and media associations are clear partners, but the consultant should also work with innovation hubs, business development centers, cultural institutions, and use targeted social media advertising.

Recruitment materials should be honest about programme requirements, emphasizing this is intensive hands-on training requiring significant time commitment and active participation.

The selection process should identify creatives genuinely committed and ready to execute. The consultant should assess current skill level, business orientation, time availability, and ability to participate in regional hub sessions. Selection should ensure demographic targets are achieved while prioritizing creatives most likely to benefit and generate sustainable income.

Deliverables:

- Recruitment Strategy Document outlining outreach channels, messaging approach, and timeline
- Recruitment Materials including programme brochure, application guide, promotional materials, and partner engagement presentations
- Application Portal and selection tools including assessment criteria and interview guides
- Applicant Database documenting all applications with evaluation scores and selection rationale
- Final Participant List with demographic breakdown showing women representation, youth representation, regional diversity, and content vertical distribution. Selection panel will constitute representation from GIZ and the consulting agency
- Recruitment Report summarizing outreach process, challenges encountered, and demographics achieved

All communication materials must be developed in accordance with GIZ's guidelines and with approval from the communications department of GIZ.

Work Package 4: Programme Implementation

Implementation means delivering the 12-week programme in Northern Ghana with in-person workshops and hands-on support, maintaining quality throughout, tracking progress rigorously, and adapting when participants encounter challenges.

Before the programme formally starts, the consultant's team will conduct diagnostics of selected participants for clear understanding of their current technical capabilities, business knowledge, existing income sources, equipment access, time availability, and realistic growth potential.

Participants should work on their actual business scenarios during workshop time, ie pricing their services, drafting real contracts, building portfolios with their work, creating marketing materials for their businesses, not theoretical exercises.

The implementation phase requires consistent engagement from the consultant's team: conducting regular check-ins with participants, responding quickly when technical or business challenges arise, facilitating peer learning so creatives help each other, and ensuring skill development translates to income improvement.

Deliverables:

- Participant Diagnostic Report detailing current technical capabilities, business knowledge, income sources, baseline metrics, and development priorities
- Mid-Programme Review Report assessing progress at cohort midpoint with skills development outcomes, income improvements, and common challenges. Report should include overall progress, portfolio development, business tool adoption, and support provided

- Programme Completion Report including retention data, skills mastery levels, portfolios completed, income results, client acquisitions, and business formalizations

Work Package 5: Monitoring, Evaluation, and Impact Measurement

- Develop an M&E strategy plan: GIZ will provide the contractor an M&E framework, which should be considered when developing the M&E strategy plan. The plan must be approved by GIZ at the start of the project.
- Provide continuous monitoring reports: Regular reports providing updates on progress of contractor's activities and status of programme implementation.
- Submit final reports for each work package: Complete documentation when each work package is concluded.
- Develop a final evaluation report: Comprehensive report providing overall assessment of contract implementation. This report should provide evidence of achievement of contract objectives and indicators, including income improvements, client acquisitions, business growth, and sustained outcomes. The report will also include recommendations, lessons learned, and a Scaling Proposal for replicating this programme for larger targets or other regions.

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

Milestones	Deadline
Technical Kick-off meeting	August 2026
Ecosystem and Creator Economy Assessment	August 2026
Programme Design	August 2026
Recruitment and Selection	August - September
Implementation	September - December 2026
Finalization and Reporting	January – February 2027

Period of assignment: from 1st August 2026 to 28th February, 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 **Error! Reference source not found.** (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.

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 6**), 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 local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Advanced University degree in Business Administration, Creative Industries, Media Management, Entrepreneurship, or related field
- Language (2.1.2): C1-level language proficiency in English

- General professional experience (2.1.3): 5 – 7 years' experience in creative industry development, business consulting, entrepreneurship programmes, or competitiveness initiatives
- Specific professional experience (2.1.4): 6-8 years of professional experience managing capacity building or business support programmes with documented income generation results
- Leadership/management experience (2.1.5): 6-8 years of management/leadership experience as project team leader or programme manager
- Regional experience (2.1.6): 5 years of experience in projects in Africa, of which 3 years in projects in Ghana
- Development cooperation (DC) experience (2.1.7): 3-5 years of experience in DC projects

Key expert 1: Business Development Specialist

Tasks of Business Development Specialist

- Co-lead regional creative economy ecosystem assessment, conduct business diagnostics for audiovisual creatives, and develop tailored business models aligned with Northern Ghana market characteristics
- Co-design programme curriculum, training materials and impact measurement frameworks, including modules on pricing strategy, contract negotiation, financial management, and IP protection
- Deliver trainings and workshops on business model development, pricing strategies, client acquisition, financial management, and legal frameworks
- Conduct weekly coaching sessions with participants on business challenges, pricing decisions, contract negotiations, and client management
- Develop M&E framework, collect and verify baseline and progress data, conduct follow-up assessments, prepare progress reports, and document business outcomes and lessons learned

Qualifications of Business Development Specialist

- **Education/training (2.2.1):** Degree in Business Administration, Entrepreneurship, Management, Marketing, or related field combining business and creative industries expertise
- **Language (2.2.2):** C1-level language proficiency in English
- **General professional experience (2.2.3):** 5 years combining business consulting, enterprise development, or entrepreneurship support experience
- **Specific professional experience (2.2.4):** 6 years conducting business model development and capacity building with creative professionals or SMEs. Hands-on business experience strongly preferred, demonstrating direct operational understanding. Experience in monitoring and evaluation of business outcomes preferred
- **Regional experience (2.2.5):** 3 years of experience in projects in Africa, of which 2 years working with entrepreneurs or creative professionals in Ghana
- **Development cooperation (DC) experience (2.2.6):** 2-3 years of experience in DC projects

Key expert 2: Technical Production Specialist

Tasks of Technical Production Specialist

- Co-lead regional creative economy assessment focusing on technical and business capabilities, and training gaps among Northern Ghana audiovisual creatives
- Assess participants' technical skills and content quality during diagnostics, identifying improvement areas in production, post-production, and digital capabilities
- Co-design programme curriculum with emphasis on practical production skills, post-production techniques, AI-powered tools, and complementary support areas
- Deliver hands-on training sessions on camera operation, lighting, sound recording, editing, color grading, and production workflow, with focus on cost-effective tools and Northern Ghana context
- Provide sessions on leveraging AI tools for content production, editing efficiency, and business operations
- Conduct weekly technical coaching sessions, troubleshoot production challenges, support portfolio development, and document technical skill improvements and technology adoption patterns

Qualifications of Technical Production Specialist

- Education/training (2.3.1): Professional Certification / Degree in Film Production, Digital Media, Communications, Multimedia Arts, or related field combining technical production and training expertise
- Language (2.3.2): C1-level language proficiency in English
- General professional experience (2.3.3): 5-7 years in professional video production, post-production, or audiovisual training
- Specific professional experience (2.3.4): 5-7 years working as practicing videographer/filmmaker or training audiovisual professionals, with demonstrated expertise in various production formats (events, corporate, documentary, music video). Hands-on production experience and familiarity with AI tools for creative work strongly preferred
- Regional experience (2.3.5): 3 years of experience in projects in Africa, of which 2 years working with audiovisual professionals or media practitioners in Ghana
- Development cooperation (DC) experience (2.3.6): 2-3 years of experience in DC projects

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation 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 at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport 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 would like to reduce greenhouse gas emissions (CO₂ 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 CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should 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
Designation of Team Lead	1	25	25	
Designation of Business Development Specialist	1	40	40	
Designation of Technical Production Specialist	1	35	35	
Transport	Quantity	Number per experts / Persons	Total	Comments
Travel expenses (project staff)	3	30	90	Travel within the country of assignment for project staff
Other costs	Quantity	Price	Total	Comments
Training related costs:	1	€10,000	€10,000	Please calculate a budget for training related costs taking the following cost items into account: <ul style="list-style-type: none"> • Workshops • Internet data • Online platform subscription • Training materials • Other related costs
Flexible remuneration	1	€ 8000	€ 8000	A budget of EUR 8000 for foreseen flexible remuneration. Please incorporate this budget into the price schedule.

				<i>Use of the flexible remuneration item requires prior written approval from GIZ.</i>
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6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. 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 (language).

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.