

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

Support for Ghana Hubs Network (GHN) Project	Project number/ cost centre: 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. Background

The Private Sector and Innovation Promotion in Ghana (PSInno) project is part of the German Federal Ministry for Economic Cooperation and Development (BMZ) core theme, “Training and Sustainable Growth for Good Jobs in Ghana”. The project is being implemented by GIZ in collaboration with Ministry of Trade, Agribusiness and Industry. The objective of the project is to strengthen the competitive and employment-promotion economic development in selected sectors in Ghana, particularly in the north of the country.

PSInno supports growth-oriented SMEs in Ghana with a focus on agribusiness, digital economy and innovation. Building on earlier private sector and entrepreneurship initiatives. In the agricultural and food sector, the programme targets producers, SMEs, and innovative enterprises in northern Ghana, whilst in the digital economy it targets all companies including startups and freelancers. PSInno works as a facilitator alongside business development service providers and financial institutions to improve market access, strengthen skills, and promote innovative business models. At the macro level, PSInno works with national and regional stakeholders to develop or reform policy instruments, contributing to an improved business environment for SMEs, while working with intermediaries to introduce new or adapted institutionalised support services to strengthen the competitiveness of companies in selected sectors.

The programme pursues an integrated approach to agricultural value chain development and digital economy promotion, providing technical advisory support to public and private partners, strengthening intermediary organisations, and building the capacities of companies, startups, and smallholder farmers to enable sustainable business growth.

1.1 Context

The Support for Ghana Hubs Network (GHN) Project is a collaborative initiative between the GHN and GIZ, implemented under the PSInno. The project is designed to strengthen the institutional, operational, and digital capacity of the GHN, which serves as the umbrella body coordinating innovation and entrepreneurship hubs across Ghana.

The GHN has made notable progress in establishing itself as a recognizable network body, but continues to face significant structural, coordination, digital readiness, and capacity gaps that limit its ability to effectively serve its member hubs and the broader innovation ecosystem. These include the absence of a fully staffed and operationally independent Secretariat, limited financial sustainability mechanisms, underdeveloped digital infrastructure, and insufficient systems for coordinating and delivering support to member hubs.

In response to these challenges, GIZ and GHN convened a Co-Creation Workshop on 30th March 2026, facilitated by the Design Thinking Ghana Hub (DTGH), to collaboratively define the scope of support. The workshop brought together representatives from GHN, GIZ, and DTGH to ensure that the project design is participatory, context-relevant, and aligned with the real needs of the network.

The resulting intervention to strengthen the capacity of GHN is structured around three work packages covering (1) Secretariat operationalisation, capacity building and change management, (2) financial sustainability and partnership development, and (3) digital readiness and AI-enabled services. Together, these work packages aim to support the GHN Secretariat into a professional, independent, and sustainable institution capable of providing meaningful and consistent support to its member hubs and the broader innovation and digital ecosystem in Ghana.

1.2. Objective of the Consultancy

To deliver structured technical assistance to strengthen the GHN Secretariat's governance, financial sustainability, and digital readiness, enabling it to provide consistent and effective support to member hubs and the broader innovation ecosystem in Ghana; And to map Ghana's business support services landscape and deliver a GIZ-endorsed list of eight priority service-intermediary combinations ready for implementation. Specifically:

- I) To support the operationalization of the GHN Secretariat as a professional, well-governed, and sustainable institution equipped to deliver quality organisational development services to member hubs and the broader innovation and digital ecosystem.
- II) To build GHN's long-term financial resilience by developing a sustainable business model, diversifying revenue streams, and securing strategic partnerships that reduce donor dependency.
- III) To strengthen GHN's digital infrastructure, strengthen its AI preparedness across the network, and position GHN as a visible, compliant, and service-ready digital platform for its membership and the wider innovation ecosystem.
- IV) To generate a decision-ready operational evidence base for GIZ by conducting a comprehensive ecosystem mapping and service gap analysis of Ghana's business support services landscape with a focus on digital, innovation, agribusiness ecosystems, culminating in a GIZ-endorsed list of eight priority service-intermediaries.

The duration of the contract is from 1st August 2026 to 30th March 2027.

2. Tasks to be performed by the contractor

The consultant is expected to perform the following tasks along with associated deliverables:

Work Package 1: Secretariat Operationalisation, Capacity Building and Change Management

Objective: Establish a functional, capable, and strategically guided GHN Secretariat by strengthening its organisational systems, building internal capacity, and equipping it to deliver quality OD services to member hubs and the broader innovation ecosystem.

Tasks & Outputs

#	Task	Output
1	Review the previously conducted baseline assessment and gap analysis on GHN	Inception and gap analysis report submitted to GIZ and GHN
2	Co-develop with GHN a five-year organizational development strategy including a two-day workshop with GHN Board and Secretariat.	A board-approved five-year OD strategy outlining GHN's strategic priorities, capacity development roadmap, implementation plan, and monitoring framework.

3	Co-develop a comprehensive communications strategy, brand guidance framework, and key messaging for internal and external audience; as well as standardised internal communications protocols, tools, and templates for the network	Board-approved communications strategy and brand framework
4	Deliver a one-day strategic communications training for GHN staff and board, integrating DEI principles	Training report and participant records
5	Support GHN to conduct policy engagements as part of its effort to become a Technology Policy Hub and position GHN as an ecosystem knowledge hub which hosts knowledge resources	At least on Technology Policy engagement; and Ecosystem Knowledge Hub Implementation Plan
6	Together with other experts, support GHN to form a consortium with at least one external partner for a joint funding application.	Consortium agreement and joint funding application submitted
7	Develop a standardised OD diagnostic toolkit, including a questionnaire, interview guide, gap analysis template, and scoring framework, to equip GHN to assess and provide OD service or support to hubs and their staff.	A validated and ready-to-use hub OD diagnostic toolkit.
8	Design and deliver a 3-day OD Training of Trainers programme for GHN Secretariat staff and a maximum of 5 selected people from the GHN expert pool as potential trainers.	OD TOT programme report; and a pool of GHN staff equipped with practical OD skills and certified/qualified to deliver services
9	Conduct OD diagnostics for up to five pilot member hubs, using findings to support each hub in developing their own tailored OD action plan.	Diagnostic reports and hub-owned OD action plans for up to ten pilot member hubs.
10	Establish an OD coaching desk within the Secretariat with defined roles and KPI including revenue generation	Operational OD coaching desk with defined service offering
11	Together with GHN, advocate for hub specialization, identify two hubs already specialising or willing to specialise in agriculture and agribusiness or climate change and provide support to them including securing two partnerships in Europe to support the development and strengthening of the identified hubs.	A profile of two specialised hubs (Anchor hubs) and two formalised European partnership agreements supporting their development.
12	Advocate and strategize to position GHN as a partner for the Ghana AI Hub project in GIZ	Working strategy that positions GHN as a partner

13	Provide technical assistance and change management support including one change management workshops for the board and secretariat through bi-monthly coaching sessions	Change management plan and transition report; Coaching session reports and on-demand advisory report
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Key Notes – Work Package 1:

The following should inform the consultant's approach to delivering this work package:

- The GHN Secretariat is structured to operate independently from individual member hubs, functioning as a neutral and credible coordinating body for the entire network. Consultants should ensure a clear separation between Secretariat functions, and the operational interests of specific hubs or GHN Board members to avoid conflicts of interest.
- The five-year OD strategy should incorporate positioning GHN as a Technology Policy Hub, with a mandate to advocate on behalf of member hubs on digital policy, AI, among others. Additionally, it should position GHN as an Ecosystem Knowledge Hub where it houses knowledge products and pool of professional services that members and other stakeholders can benefit from.
- The selection of Anchor Hubs should follow a fair, transparent, and evidence-based process, with all eligible member hubs assessed against a standardised set of criteria covering organisational maturity, thematic specialisation, governance, and readiness to support peer learning. Findings from OD diagnostics could inform the selection, and all hubs will receive feedback on their evaluation. Criteria, scores, and final designations will be documented and shared openly with GHN, its members, and GIZ.
- The consultant should build GHN's capacity to advocate for and mobilise support for hub registration with Ghana's Data Protection Commission.
- GHN should maintain a live experts directory on its website listing vetted individuals and organisations across key support areas such as training, accounting, and paralegal services, for easy access by hubs and innovators.

Outcome

A well-governed and operationally strong GHN Secretariat with a board-approved five-year OD strategy, a comprehensive communications framework, and a certified pool of staff equipped to deliver OD diagnostics, coaching, and training to member hubs. Anchor Hubs are identified and supported through formalised European and other partnerships, and GHN is positioned as a credible OD service provider and technology policy advocate within the ecosystem.

Work Package 2: Financial Sustainability and Partnership Development

Objective: Build GHN's financial resilience and partnership capacity by diversifying its funding base, developing sustainable revenue mechanisms, and establishing strategic partnerships that reduce donor dependency and expand its resource mobilisation capability.

Tasks & Outputs

#	Task	Output
1	Conduct mapping of GHN funding sources and partners and assess their sustainability	Map of GHN funding sources, with sustainability assessment.
2	Working with the Team Leader and GHN, co-develop a revenue and/or business model including fundraising and revenue generation mechanisms; and an alternative funding strategy to reduce donor dependency.	Board-approved fundraising and revenue generation plan
3	Co-develop a comprehensive partnership plan with GHN with supporting materials including capability statements, proposal templates, and impact briefs	Partnership strategy document and materials package
4	Train Secretariat staff in proposal writing, business development, and partnership management.	3-day training completion report and staff competency records
5	Facilitate engagement with priority partners toward formal agreements, including identification, engagement, and formalising at least two new strategic partnerships for GHN (One academia, one Innovation based network or Association). Partners should be in Europe, Africa or North America.	Signed partnership agreements or MoUs
6	Prepare GHN to pass procurement processes of donor organizations including the GIZ KEP process; and undertake other activities that make GHN sustainable.	Package of compliance documentation positioning GHN to meet the requirements of donor procurement processes

Key notes – Work Package 2

The following should inform the consultant's approach to delivering this work package:

- The revenue generation model should include, among others, a tiered membership structure with differentiated fees and benefits. A fee-based OD service model should be explored and where viable, incorporated as an additional revenue mechanism, complementing membership fees and donor funding.
- Priority partner engagements should focus on areas such as knowledge exchange and transfer, funding, and access to networks, among others. Opportunities for collaboration and partnership should be mapped and categorised by theme, specialisation, and sector to ensure a structured and strategic approach to partnership development.

- Staff training in business development and proposal writing should be designed not only as a capacity building intervention but as a direct contributor to GHN's financial sustainability and long-term revenue generation, enabling them to secure funding through those processes.
- The consultant should support the identification of business solutions, software, and other tools relevant to hub operations, and explore opportunities with GHN to negotiate discounted access to these tools for GHN members.

Outcome

A financially sustainable GHN with a board-approved business and revenue generation model, a robust partnership strategy, formalised strategic partnerships, and a Secretariat equipped with the skills and documentation needed to independently pursue funding opportunities and pass donor procurement processes.

Work Package 3: Digital Readiness and AI Enabled Services

Objective: To strengthen GHN's digital infrastructure, improve its AI readiness to support network members, and ensure GHN is digitally governed, publicly discoverable, and equipped to deliver and maintain a repository of resources and services for its membership.

Tasks & Outputs

#	Task	Output
1	Assess GHN's digital systems including its website, software subscriptions, and resource hosting platforms to assess their current capacity, cost-effectiveness, and fitness to support GHN's operations, and evaluate the feasibility of using the GHN website as a platform for ecosystem resources and knowledge management.	A digital infrastructure audit report with recommendations.
2	Strengthen the visibility and positioning of GHN's digital platforms including its website and social media channels by improving their UX/UI and establishing them as structured, accessible resources for knowledge sharing and capacity building across the ecosystem.	Enhanced and user-friendly GHN digital platforms with improved UX/UI, positioned as go-to resources for interactive ecosystem knowledge sharing and capacity building.
3.	Co-create an expert pool with their profiles on the GHN website for hubs and innovators to access expert support and services.	A fully operational expert pool directory on the GHN website
4	Deliver two network-wide AI capacity building programmes, one for the Northern Zone and one for the Southern Zone to train hubs on AI topics including using AI to improve their offerings, responsible AI use, among others.	Two AI capacity building programmes delivered across the Northern and Southern zones.

5	Work with GHN to complete Data Protection Commission (DPC) registration and develop a data privacy framework .	GHN officially registered with DPC
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Key Notes:

The following future expectations should inform the consultants' approach to building GHN's capacity to deliver services to the ecosystem:

- Beyond its own DPC registration, GHN should be equipped with the knowledge, tools, and advocacy capacity to actively support and mobilise member hubs for Ghana's Data Protection Commission registration process, positioning GHN as a trusted guide and compliance resource within the network.
- GHN should maintain a live, regularly updated experts' directory on its website, listing vetted individuals and organisations across key support areas, including training and facilitation, accounting and financial management, and paralegal and legal services, making it easy for hubs and innovators across the network to identify and access quality support when needed.
- The consultant should support the identification of business solutions, software, and other tools relevant to hub operations, and explore opportunities to negotiate discounted access to these tools for GHN members.
- The consultant will use among others the Ghana AI Practitioners Guide, existing global AI governance frameworks in developing the AI training contents.

Outcome

GHN operates a robust, user-friendly, and compliant digital ecosystem, with AI-literate member hubs across both the Northern and Southern zones, an active expert pool directory, and a Data Protection Commission registered Secretariat operating within a clear data privacy framework.

Work Package 4 (WP4): Ecosystem Mapping, Service Gap Analysis and Handover Engagements

Objective: To generate an operational evidence base that supports the implementation of PSInno, with a focused lens on intermediary organisations and the business support services landscape in Ghana. This is not a research study; it is an operational intelligence exercise designed to produce decision-ready outputs. The primary objective is to provide GIZ with a verified, actionable evidence base for PSInno Output Indicator 1.2, culminating in a GIZ-endorsed list of eight priority service-intermediaries.

Indicator to be served

Indicator	Baseline	Target	This assignment's contribution
Output Indicator 1.2: No. of new or adapted institutionalized support services	6 (estimated, 06/2025)	14 (by Sept 2028)	Verified baseline; agreed list of 8 priority service-intermediary combinations for implementation

Work Package 4 is structured around three internally sequenced phases and three key experts. However, the contractor is responsible for managing these phases as a single, integrated body of work, ensuring that findings from each phase directly inform and strengthen the next. The phases are not to be treated as standalone deliverables but as a coherent and progressive analytical process that culminates in a handover-ready output package for GIZ and the implementation contractor.

Task 1: Ecosystem Mapping

The consultant will conduct a comprehensive mapping of Ghana's business support services ecosystem, with a particular focus on intermediary organisations operating across digital, innovation, agribusiness and related entrepreneurship landscape. The mapping will identify active ecosystem actors, catalogue the range of institutionalised support services currently being provided by intermediaries, and assess the reach, quality, usefulness, and efficacy of these services. The mapping will also surface key challenges faced by intermediaries in designing, delivering, and sustaining their service offerings.

The ecosystem mapping should be sufficiently granular to distinguish between services that are well-established and performing, services that exist but are underperforming or underutilised, and critical service gaps where no adequate provision currently exists. Findings should be disaggregated by sector, geography, and type of intermediary where relevant.

Output: A comprehensive ecosystem map documenting active intermediaries, their current service offerings, geographic coverage, target beneficiaries, and an initial assessment of service quality, reach, and gaps.

Task 2: Service Gap Analysis

Building directly on the ecosystem mapping, the consultant will conduct a thorough gap analysis of the business support services landscape in Ghana. The analysis will identify where the most significant unmet needs exist, which intermediary organisations are best positioned to address identified gaps, and what adaptations or new service designs would be required to strengthen the competitiveness of companies in PSInno's selected sectors.

The gap analysis will generate a longlist of potential new or adapted institutionalised support services, which will then be assessed and prioritised against agreed criteria including sectoral relevance, feasibility, intermediary readiness, potential impact, and alignment with PSInno's results framework. From this longlist, the consultant will develop a verified and justified shortlist of at least eight priority service-intermediary combinations, each with a clear rationale, a proposed service design outline, and an identification of the intermediary best placed to deliver it.

Output: A gap analysis report including a verified baseline count of existing institutionalised support services, a justified shortlist of at least eight priority service-intermediary combinations, and recommendations for implementation.

Task 3: Validation and Handover

The consultant will facilitate a structured validation process with GIZ and relevant stakeholders to review, stress-test, and formally endorse the shortlisted service-intermediary combinations. The validation process should ensure that the final list reflects both the evidence gathered and GIZ's strategic priorities for PSInno implementation. Following validation, the consultant will prepare a comprehensive handover package that equips the implementation contractor with all the information, context, and materials needed to act on the endorsed list without delay.

Output: A GIZ-endorsed list of eight priority service-intermediary combinations, accompanied by a handover package including service design outlines, intermediary profiles, implementation considerations, and a summary of the evidence base underpinning each recommendation.

Delivery Approach (WP4):

In conducting the relevant tasks specified, the consultant shall undertake the following among other relevant tasks identified by the consultant or GIZ:

I. Desk Review and Stakeholder Mapping (Months 1–2)

The contractor shall:

- *Conduct a desk review of existing GIZ PSInno documentation*, including the results matrix, previous progress reports, and any prior studies or assessments relevant to the business support services landscape in Ghana.
- *Review secondary data sources on the Ghanaian private sector support ecosystem*, including World Bank B-READY data; Ghana Enterprise Agency (GEA) reports; GIPC investment promotion data; relevant AfDB, IFC and UNDP assessments; and any recent hub, accelerator or BDS landscape studies.
- *Develop a comprehensive inventory of existing institutionalized and non-institutionalized support services for SMEs and start-ups in Ghana*, covering service name and type; host organization; target sector and geography; funding model; estimated reach; and current operational status. The inventory must cover at minimum the following service types: innovation financing schemes; S2B transfer programmes; digital economy and AI advisory services; agribusiness advisory and extension services; women entrepreneurship support services; and youth innovation and start-up support services.
- *Map the landscape of candidate intermediary organizations across the following categories*: GEA and its regional offices; innovation hubs and tech hubs; public universities with technology transfer or entrepreneurship functions (KNUST, UDS, UG and others); agribusiness advisory services and farmer cooperatives; women business associations; youth networks and campus entrepreneurship organizations; and regional BDS providers in Northern Ghana.
- *For each candidate intermediary, develop a preliminary institutional profile* covering mandate and legal status; staffing and organizational capacity; existing service portfolio; geographic footprint; funding sources and financial stability; track record with

GIZ or comparable development programmes; and expressed interest in or openness to hosting new services.

- *Identify an initial longlist of 15–20 service-intermediary combinations with potential for institutionalization* under Output 1.2, to be refined through primary data collection in Phase II.

II. Primary Data Collection and Northern Ghana Field Mission (Months 2–3)

The contractor shall:

- *Conduct Key Informant Interviews (KIIs) with at least 25 stakeholders*, including: senior representatives of at least 10 candidate intermediary organizations; GIZ PSInno team members; relevant government officials (MoTAI, Ministry of Food and Agriculture, Ministry of Communications, Digital Technology and Innovation); development finance institution representatives; and selected private sector associations. At least 40% of KII respondents must be women.
- *Conduct at least 4 Focus Group Discussions (FGDs) with SME and start-up beneficiaries* or potential users of support services, at least 2 in Northern Ghana to capture demand-side perspectives on service gaps, preferred service modalities, access barriers, and willingness to pay or engage. At least 50% of FGD participants must be women entrepreneurs.
- *Conduct an in-depth institutional capacity assessment of the 10–12 highest-priority candidate intermediary organizations*, using a standardized assessment tool covering: organizational governance and management; service delivery capacity and track record; financial sustainability and resource mobilization; staff capacity in relevant thematic areas; existing partnerships and ecosystem relationships; and readiness and appetite to host a new institutionalized service under PSInno.
- *Conduct a mandatory field mission to Northern Ghana* (minimum 5 working days in the region), covering Tamale and at least one additional location, to: assess Northern Ghana-specific intermediaries and BDS providers; conduct KIIs and FGDs with Northern Ghana stakeholders; and validate whether candidate services and intermediaries identified through desk review are appropriate for the Northern Ghana context.
- *Verify and update the estimated baseline of 6 institutionalized support services*, confirming which existing services meet the four-gate definition of institutionalization used in the implementation contract. Document the verification methodology and evidence.
- *Apply a gender and inclusion lens from inception of the contract throughout data collection and final outputs/outcomes*: use gender-disaggregated instruments; specifically investigate barriers to women's and youth's access to support services; and assess the gender-responsiveness of candidate intermediaries' existing service portfolios.

III. Analysis, Gap Assessment and Handover (Month 3-4)

The contractor shall:

- *Conduct a comprehensive gap analysis of the support services landscape*, identifying service categories where no or insufficient institutionalized services exist; geographic gaps (particularly in Northern Ghana); gender and youth service gaps; and sector-specific gaps in agribusiness and the digital economy. The gap analysis must be directly structured around the 6 minimum service categories in the implementation ToR (innovation financing, S2B transfer, digital/AI advisory, climate-smart agribusiness, women-led SME acceleration, and youth innovation/start-up support).
- *Develop a ranked shortlist of 10–12 service-intermediary combinations*, assessed against the following criteria: alignment with identified service gaps; institutional readiness of the host intermediary; geographic coverage (prioritizing Northern Ghana); potential for sustainable institutionalization beyond project funding; gender and youth responsiveness; and potential SME/start-up demand and uptake. The shortlist must include justification for each combination's ranking and a clear recommendation on the final 8.
- *Facilitate a validation workshop in Accra* (in-person, minimum 1 day) with GIZ PSInno, key stakeholder representatives, and selected candidate intermediaries, to present and validate the shortlist findings and build consensus around the final 8 service-intermediary combinations.
- *Finalize the ecosystem mapping report incorporating all validation workshop feedback*. The report must not exceed 40 pages (excluding annexes) and must be written in plain, action-oriented English accessible to a non-specialist reader.
- *Compile the complete handover package for PSInno* (see deliverables below).
- *Facilitate a formal handover workshop* (1 day, Accra) with GIZ and the incoming implementation contractor, presenting findings, walking through the agreed list of 8 combinations, and answering questions from the implementation team. This workshop must take place before the end of the contract period.

WP4 Deliverables:

The assignment has two core deliverables:

- An ecosystem mapping report that gives GIZ a comprehensive, up-to-date picture of existing support services and the institutional landscape of intermediary organizations in Ghana, with particular attention to Northern Ghana, the agribusiness sector, and the digital economy.
- A handover package for the implementation contractor, including a GIZ-endorsed list of 8 priority service-intermediary combinations that forms the operational mandate of the implementation contract.

WP4 Outcome

GIZ has a verified, decision-ready evidence base for PSInno Output Indicator 1.2, including a confirmed baseline of existing institutionalised support services and a justified and GIZ-endorsed list of eight priority service-intermediary combinations ready for handover to the implementation contractor. This will contribute directly to PSInno's target of 14 new or adapted institutionalised support services by September 2028.

Key Requirements and Notes:

- The contractor is expected to be efficient, practically oriented, and deeply familiar with Ghana's private sector support ecosystem.
- This work package must cover Ghana nationally, with a mandatory field mission to Northern Ghana. The contractor must collect primary data in at least the following locations: Accra (national-level intermediaries), Tamale (Northern Ghana regional hub), and at least one additional Northern Ghana community or district. Greater Accra and Ashanti Region shall be covered through in-person stakeholder engagement. Other regions may be covered remotely if justified.
- The Work Package 4 Lead, National Ecosystem Mapping Specialist (Expert 4), and Northern Ghana BDS Specialist (Expert 5) are required to work in close and continuous collaboration across all tasks. The Work Package 4 Lead is responsible for ensuring coherence and harmony between the national and Northern Ghana workstreams. Expert 4 and Expert 5 should jointly review and cross-validate their respective findings before submission to the Work Package 4 Lead, ensuring that final outputs reflect a fully integrated national picture that gives appropriate weight and visibility to the Northern Ghana context.

Monitoring, Evaluation, Learning and Reporting Requirements

The consultant is expected to develop a results-based M&E plan for tracking all activities across all work packages. The plan must be approved by GIZ at the start of the project. Also, the consultant is required to adhere to the following reporting requirements to GIZ and GHN at specified intervals throughout the contract period:

Inception Report to GIZ: Due within 3 weeks of contract signing, this report should present the consultant's detailed understanding of the assignment, a refined work plan with updated milestones, a risk assessment, and the proposed monitoring framework with baseline values where applicable.

Bi-Weekly Updates with GIZ: The consulting team is required to hold bi-weekly check-in meeting (virtual/in-person) with the GIZ PSInno project team throughout the contract period. These sessions serve as a regular touchpoint for progress updates, early identification of challenges, coordination on upcoming activities, and alignment on any adjustments to the work plan.

Midterm Progress Report to GIZ: Due at the end of Months 4, the report should provide a concise update on progress against milestones, expert day utilisation, emerging challenges, risk mitigation measures, and any adjustments to the work plan.

Work Package Completion Reports: Upon the completion of each work package, the consultant should submit a brief completion report summarising key outputs delivered, challenges, lessons learned, potential opportunities and any recommendations for follow-on action by GHN or GIZ

Final Report to GIZ: Due at least two weeks before the end of contract period. The final report should provide a comprehensive account of all work packages, outputs delivered across all work packages, an assessment of results achieved against indicators, challenges, lessons learned, potential opportunities and recommendations for sustaining and building on the results of the consultancy beyond the contract period.

Quality Assurance: The consultants are responsible for ensuring the quality of all outputs delivered under this contract. Quality assurance measures should include direct collaboration and validation of outputs with GHN Board and GIZ, and incorporation of feedback from GIZ within agreed timelines. GIZ reserves the right to request revisions to any output that does not meet the required standard, and the consultant is expected to incorporate feedback promptly and without additional cost.

Risk Monitoring: The consultants should maintain a live risk register throughout the contract period, identifying key risks to delivery across all work packages and documenting mitigation measures. Risks should be reviewed and updated at each quarterly reporting point. Key risks to monitor include low engagement from member hubs, delays in board decision-making, and changes in the broader policy or funding environment affecting GHN's operations.

Communication

All communication between the consultant and GIZ, GHN, and other relevant stakeholders shall be conducted in accordance with GIZ's communication guidelines and standards. This includes written correspondence, presentation of outputs, use of GIZ branding and templates where required, and engagement with media or the public on matters related to the consultancy. The consultant should ensure that all communication is professional, timely, and appropriately cleared with GIZ before dissemination to external audiences. The main task required and deliverables include:

- Professional photos from the activities of across work packages especially fieldwork sessions, workshops and training, in accordance with GIZ standards
- Four short videos on the overall contract activities including engagement with the Board and Staff as well as training sessions with hubs in accordance with GIZ standards. At least two videos should highlight WP4.
- Work with the communication team within GIZ to produce content for social media.

Contribution to PSInno Results Framework

The outputs and results of this consultancy are expected to contribute directly to PSInno's Output 1, which focuses on strengthening the capacity of intermediary organisations and business development service providers to deliver quality support to enterprises and innovation ecosystems in Ghana. Where feasible, results from Work Package 3 on digital readiness and AI-enabled services are also expected to contribute to Output 3, which focuses on digital economy and innovation promotion. The consultant is required to collect and report data in a format that enables GIZ to update its project monitoring system and should coordinate

with the GIZ PSInno team to ensure alignment with indicator definitions, measurement approaches, and reporting timelines.

Milestones and Deadline for the Consultancy

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

Milestones	Deadline
Inception Report with work plan	15 th August 2026
Midterm report	November 2026
Program Implementation	August 2026 – February 2026
Final Reporting to GIZ	15 th March 2026

Period of assignment: from 1st August 2026 to 30th March 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 **Error! Reference source not found.** 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), leads Work Package 1, and oversees all other Work Packages.
- 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.
- Regular reporting in accordance with deadlines
- Oversee the preparation and submission of all quarterly progress reports and a final report to GIZ and GHN, consolidating inputs from all three work packages.

Qualifications of the team leader

- Education/training (2.1.1): MBA or equivalent postgraduate qualification in business management, organisational development, or a related field.
- Language (2.1.2): C1-level language proficiency in English.
- General professional experience (2.1.3): Minimum of 10 years' experience in organisational or institutional development and change management, programme management, institutional capacity building and monitoring and evaluation, preferably in the technology or innovation space.
- Specific professional experience (2.1.4): Minimum of 10 of professional experience in supporting or leading Secretariat or network body operationalisation, ideally in Sub-Saharan Africa. Demonstrated experience designing and implementing organisational development programmes; Prior experience working with network bodies, innovation hubs, or enterprise support organisations is strongly preferred. Strong work experience and understanding of the Ghanaian innovation and entrepreneurship ecosystem, including the roles of hubs, accelerators, and network bodies.

- Leadership/management experience (2.1.5): Minimum of 10 years of management or leadership experience as project team leader or manager in a company, preferably with proven experience leading multidisciplinary consultancy teams; ability to coordinate across multiple work packages and manage consultant performance and delivery timelines
- Regional experience (2.1.6): 7 years of experience in projects in Africa, of which 5 years in projects in Ghana.
- Development cooperation (DC) experience (2.1.7): Minimum of 5 years of experience in DC projects. Prior experience working on GIZ or similar donor-funded projects is a significant advantage.

Key expert 1: Financial Sustainability & Partnership Development Specialist

Tasks of Financial Sustainability & Partnership Development Specialist

- Responsible for Work Package 2 and maps GHN's existing funding sources and partners and assess their long-term sustainability
- Lead the co-development and operationalisation of a fundraising and revenue generation model
- Design and implement a tiered membership structure
- Design, pilot, and prepare for rollout a fee-based OD service model targeting member hubs and external clients
- Establish and operationalise an OD coaching desk within the Secretariat
- Develop a comprehensive partnership strategy
- Identify, engage, and secure at least two strategic partnerships with GHN across Europe, Africa, or North America
- Facilitate consortium building and support the preparation and submission of at least one joint funding proposal
- Train Secretariat staff in proposal writing, business development, partnership management, and revenue generation
- Provide ongoing coaching and hands-on support to Secretariat staff in applying business development skills, including pipeline tracking and partner engagement

Qualifications of Financial Sustainability & Partnership Development Specialist

- Education/training (2.2.1): Advanced degree in Business Administration, Finance, Human Resource, International Development or a related field.
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): Minimum of 10 years' knowledge and professional experience in business development, partnership development, fundraising, or financial sustainability within the development, innovation, or non-profit sectors
- Specific professional experience (2.2.4): Minimum of 10 years demonstrated track record of successfully securing partnerships and mobilising funding for organisations; experience developing revenue generation and membership models for network or membership-based organisations.
- Leadership/management experience (2.2.5): Minimum of 10 years of finance and partnership management experience
- Regional experience (2.2.6): 7 years of experience in projects in Africa, of which 3 years in projects in Ghana.
- Development Cooperation (DC) experience (2.2.7): 5 years of experience in DC projects. Familiarity with donor-funded project environments and experience writing proposals for bilateral or multilateral development funders is a significant advantage.
- Other: Strong negotiation and relationship management skills; experience designing and delivering training in proposal writing and business development.

Key expert 2: Digital Transformation, AI & Innovation Expert

Tasks of Digital Transformation, AI & Innovation Expert

- Audit GHN's digital systems and assess their capacity, cost-effectiveness, and fitness for purpose
- Assess feasibility of and support development of the GHN website as a platform for ecosystem resources and an LMS
- Upgrade the GHN website including UX/UI improvements and establishment of an expert directory and positioning GHN as an ecosystem knowledge hub.
- Strengthen GHN's digital presence and social media channels as trusted ecosystem learning and knowledge sharing resources
- Co-create an expert pool directory on the GHN website for access by hubs and innovators
- Support GHN's Data Protection Commission registration and develop a data privacy framework including a simple AI readiness assessment
- Develop and implement a plan to position GHN as a Technology Policy Hub with at least one documented policy engagement
- Deliver a network-wide AI capacity building programme
- Establish monthly peer knowledge exchange sessions with hubs over four months
- Provide ongoing technical support to institutionalise digital systems, AI tools, and knowledge sharing platforms across the network

Qualifications of Digital Transformation, AI & Innovation Expert

- Education/training (2.2.1): Degree in Computer Science, Information Technology, Data Science, Digital Media or a related field; postgraduate qualification or professional certification in AI or Digital Transformation is an advantage.
- Language (2.2.2): C1 level language proficiency in English
- General professional experience (2.2.3): Minimum of 10 years of professional experience in AI programme design, digital transformation, or technology capacity building.
- Specific professional experience (2.2.4): Minimum of 10 years' experience design and deliver AI programmes in organisational or ecosystem contexts; experience conducting AI readiness assessments and developing AI governance frameworks; prior experience working with innovation hubs or SME-facing technology programmes is strongly preferred.
- Leadership/management experience: Minimum of 7 experience leading digital readiness programmes across multiple organisations or stakeholder groups simultaneously.
- Regional experience (2.2.6): 5 years of experience in projects in Africa, of which 3 years in projects in Ghana.
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects
- Other: Familiarity with Ghana's data protection regulatory environment; understanding of responsible AI principles and their application in emerging market contexts.

Key expert 3: Senior Private Sector Expert & Work Package 4 Lead

Tasks of Senior Private Sector Expert

- Lead Work Package 4 and coordinate activities with Experts 4 and 5, holding overall responsibility for quality, coherence, and timely delivery under the strategic oversight of the overall Team Lead
- Provide leadership and strategic oversight on methodology design, high-level stakeholder engagement, analysis, and facilitation
- Design the overall methodology, assessment tools, and data collection instruments in collaboration with Experts 4 and 5

- Conduct Key Informant Interviews with high-level strategic stakeholders including directors of government institutions, private sector stakeholders especially decision makers, development finance institutions, and private sector associations
- Lead the gap analysis, ranking, and prioritisation of service-intermediary combinations, drawing on consolidated inputs from Experts 4 and 5
- Facilitate the validation workshop and handover workshop in Accra
- Oversee report writing, quality assurance, and finalisation of all deliverables on WP4

Qualifications of Senior Private Sector Expert & Work Package 4 Lead

- Education/training (2.2.1): Degree (Master's or equivalent) in economics, business administration, development studies or a related field.
- Language (2.2.2): C1 level language proficiency in English
- General professional experience (2.2.3): Minimum of 10 years of professional experience in private sector development, business environment reform or innovation ecosystem analysis.
- Specific professional experience (2.2.4): Minimum of 10 years of experience leading ecosystem mapping, landscape analysis or market systems assessments in sub-Saharan Africa (5/10 points); demonstrated experience producing actionable shortlists or investment-readiness assessments of intermediary organizations in a development cooperation context (5/10 points).
- Leadership/management experience: Minimum of 10 years of management experience in projects or consultancies, with responsibility for at least 3 team members.
- Regional experience (2.2.6): 7 years of experience in projects in Africa, of which 3 years in projects in Ghana.
- Development Cooperation (DC) experience (2.2.7): 5 years of experience in DC projects

Key expert 4: National Ecosystem Mapping Specialist

Tasks of National Ecosystem Mapping Specialist

- Lead primary data collection, inventory development, and national-level ecosystem mapping activities under the strategic direction of the Work Package 4 Lead (Expert 3), feeding structured findings to Work Package 4 Lead (Expert 3) for synthesis and analysis
- Lead the desk review of secondary data sources and develop a comprehensive inventory of existing support services
- Map all national-level candidate intermediary organisations and develop preliminary institutional profiles
- Work with Work Package 4 Lead (Expert 3) to conduct Key Informant Interviews with national-level intermediary organisations, BDS providers, universities, and women and youth associations
- Work with Work Package 4 Lead (Expert 3) to conduct national-level Focus Group Discussions with SME and start-up beneficiaries outside Northern Ghana
- Lead institutional capacity assessments of nationally operating candidate intermediaries using the standardised tool designed together with Expert 3
- Verify and update the baseline of six institutionalised support services at the national level
- Compile and submit a structured national data collection report to Expert 3 for quality assurance and synthesis

Qualifications of National Ecosystem Mapping Specialist

- Education/training (2.2.1): University degree (Master's or equivalent) in business administration, economics, social sciences or a related field.
- Language (2.2.2): C1 level language proficiency in English (5/10 points); and at least one Ghanaian language spoken in the north (e.g. Dagbani), B2 level (5/10 points).
- General professional experience (2.2.3): Minimum of 10 years of professional experience in private sector development, BDS landscape analysis or market systems work in Ghana.
- Specific professional experience (2.2.4): Minimum of 10 years of direct experience conducting institutional assessments with Ghanaian intermediary organizations including GEA, innovation hubs or sector associations (5/10 points); demonstrated familiarity with Ghana's business support services landscape, including in Northern Ghana (5/10 points). Experience in conducting KIIs, FGDs and survey interviews.
- Leadership/management experience: Minimum of 10 experience collaborating with stakeholders and other experts across multiple organisations or stakeholder groups simultaneously.
- Regional experience (2.2.6): 7 years of experience in projects in Africa, of which 3 years in projects in Ghana.
- Development Cooperation (DC) experience (2.2.7): 5 years of experience in DC projects
- Other: Familiarity with cultural dynamics and business environment in Ghana.

Key expert 5: Northern Ghana BDS Specialist

Tasks of Northern Ghana BDS Specialist

- Lead all Northern Ghana-specific data collection and contextual analysis, working in close collaboration with Expert 4 and feeding findings to Expert 3 for synthesis.
- Lead the mandatory field mission to Northern Ghana of a minimum of five working days, covering Tamale and at least one additional location.
- Identify and assess Northern Ghana-specific intermediary organisations and BDS providers, ensuring the ecosystem map accurately reflects the realities and needs of the Northern Ghana context.
- Conduct Key Informant Interviews and at least two Focus Group Discussions in Northern Ghana, ensuring gender participation targets are met and demand-side perspectives specific to the region are captured.
- Validate whether candidate services and intermediaries identified through the national desk review are appropriate and feasible for the Northern Ghana context, providing evidence-based recommendations where necessary.
- Contribute Northern Ghana-specific findings to institutional capacity assessments and the overall gap analysis, ensuring Northern Ghana is given explicit priority weighting in the final recommendations.

Qualifications of Northern Ghana BDS Specialist

- Education/training (2.2.1): University degree or equivalent professional qualification in agriculture, business administration or a related field.
- Language (2.2.2): C1 level language proficiency in English; and at least one Northern Ghanaian language (Dagbani, Gurene or equivalent), C1 level.
- General professional experience (2.2.3): Minimum of 10 years of professional experience in BDS provision, agribusiness advisory or rural enterprise support in Northern Ghana.
- Specific professional experience (2.2.4): 7-10 years of demonstrated knowledge and experience of Northern Ghana's institutional landscape including regional GEA offices, NGOs and extension services (5/10 points). Demonstrated experience facilitating

stakeholder engagement (interviews, FGDs) with farmers, SMEs and community organizations in Northern Ghana (5/10 points).

- Leadership/management experience: 7-10 years' experience leading or managing or supporting teams or intermediaries to provide business development services to SMEs.
- Regional experience (2.2.6): 5 years in projects in Northern Ghana.
- Development Cooperation (DC) experience (2.2.7): 2 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	50	50	
Designation of Financial Sustainability & Partnership Development Specialist	1	30	30	

Designation of Digital Transformation, AI & Innovation Expert	1	30	30	
Designation of Senior Private Sector Expert & Work Package 4 Lead	1	45	45	
Designation of National Ecosystem Mapping Specialist	1	30	30	
Designation of Northern Ghana BDS Specialist	1	20	20	
Transport	Quantity	Number per experts / Persons	Total	Comments
Local Flights	26	1	26	<p>Include 5 roundtrip local flights available to 4 GHN board and staff members travelling to Accra or Kumasi for workshops.</p> <p>Include Accra to Northern Ghana return flights for WP4 consultants</p>
Car Rental, Fuel and/or Transportation	-	-	Market Rate	<p>Include cost transportation and engagement on the scoping studies and other activities of the consultants.</p> <p>Include transportation for hub representative who attend AI training from other regions (northern and southern zones)</p>
Other costs	Quantity	Price	Total	Comments
Workshops	13	-	Market Rate	<p>Workshops should include cost for the following:</p> <p>(1) GHN Board & Staff</p> <ul style="list-style-type: none"> • Workshop venue • Catering • Workshop materials <p>(2) Hubs Trainings: 2 workshops for 20 people each (one Northern, one Southern zone) covering</p>

				venue, and accommodation (those from other regions). (3) workshop relating to scoping study, gap analysis and validation
Accommodation	70	-	Market Rate	Include accommodation for consultants, 4 GHN staff & Board, and training participants; and not exceeding GHS 700 per head.
Per Diem of Participants	90	300	GHS 27,000	Per Diems for workshop attendees' participants
Data Protection Registration	1	4000	GHS 4,000	One-off registration fee for GHN with Ghana's Data Protection Commission
AI Tools subscriptions	12	2	Market Rate	Monthly AI tool subscriptions for two users over 12 months to support network operations and AI capacity building
GHN Website upgrade expenses	1	1	GHS 5,000	Costs associated with UX/UI improvements, hosting upgrades, and expert directory development
Communication - Production team costs	1	GHS 45,200	GHS 45,200	Lumpsum travel costs and all fees for photography and videography production team across activities.
Flexible remuneration	1	€2,000	€2,000	A budget of EUR 2,000 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>

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 15 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.