

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

CONFIDENTIAL

CONSULTANCY FOR THE ESTABLISHMENT OF THE GHANA AI HUB (PHASE 2)	Project cost G-018082-001	number/ centre: Tender number
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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

1.1 Brief Information about the Project

Ghana's AI ecosystem is rapidly evolving, driven by strong government ambition, a growing talent base, active international development partners, and waves of domestic and foreign investment. Under President Mahama, the Government of Ghana has declared AI a national priority, reflected in the forthcoming National AI Strategy and the stated ambition to make Ghana the AI Hub of Africa.

The German Development Corporation, on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) has supported Ghana's AI ecosystem through the FAIR Forward – Artificial Intelligence for All programme, which has co-produced the Ghana AI Practitioners' Guide 2025 with Heritors Labs, supported AI capacity building, policy development, and open data resources. This provides a meaningful foundation of institutional goodwill and government relationships.

Despite this progress, a critical structural gap remains: no existing player occupies the lane of a commercially structured, bilaterally governed AI trade corridor specifically connecting Ghana with Germany and the broader European region. Although, there are number of initiatives/projects in this space, no entity currently provides a private-sector-led, revenue-generating bridge between German/European AI demand and Ghanaian AI supply.

The Ghana AI Hub is designed to fill this gap. Its core USP: the first commercially-structured, bilaterally-governed AI trade corridor connecting Ghana and Germany – enabling European companies to access African AI talent and solutions, and Ghanaian AI professionals and startups to reach European markets, on a sustainable, revenue-generating basis.

The Hub's revenue model rests on five streams: innovation services (AI research and prototyping); focused sector events; training services for companies and individuals; memberships with access to AI infrastructure; and incubator funding over the long term.

The implementation of the Ghana AI Hub is being designed in two phases: Phase 1 and Phase 2. Phase 1 will entail all activities around the initial design, setup and demand validation sprint for the AI Hub in Ghana, whilst Phase 2 will entail the implementation of more detailed activities after a demand validation has been achieved. The demand validation will be assessed via the receipt of LOIs, expressions of interest or data proving the business case for creating a bridge for AI talent between Ghana and Germany.

1.2 Background

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

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

Therefore, Invest and Jobs, works in partnership with African and European private sector organisations to remove investment barriers to investment, thus enabling the eventual business growth and job creation. These barriers include lacking infrastructure (water,

electricity, streets, etc.), lacking local financing possibilities, poor compliance with quality and sustainability standards, lacking contacts to local partners or a lack of skilled and qualified personnel.

Invest for Jobs has placed emphasis on working in the GBS sector (promoting Ghanaian IT talent to demand in Europe) as it has been identified by the project as a goldmine where job creation is concerned. Thus, by employing the unique advantages of its position to influence public and private sector dialogues, as well as support ecosystem changes, Invest for Jobs can support the growth of the GBS sector in Ghana.

GIZ: Private Sector and Innovation Promotion in Ghana (PSInno)

The Private Sector and Innovation Promotion in Ghana (PSInno) Pro-gramme is part of the BMZ's (German Federal Ministry for Economic Cooperation and Development) core theme, "Training and Sustainable Growth for Good Jobs in Ghana". The objective of the program is to strengthen competitive and employment-promotion economic development in selected sectors in Ghana, particularly in the north of the country.

PSInno supports growth-oriented enterprises in Ghana, with a focus on agribusiness, innovation, and the digital economy. Building on earlier private-sector and entrepreneurship initiatives, the program helps small and medium-sized enterprises (SMEs) strengthen their competitiveness and operate more sustainably. The target groups in the agricultural and food sectors include agricultural producers in northern Ghana, as well as SMEs in the growth phase. SMEs include input suppliers, aggregators, companies that process agricultural commodities, and innovative companies in northern Ghana. The target group in the digital economy includes all companies, including startups and free-lancers. As a mediator, the project collaborates in the agricultural sector with public, private, and civil society providers of business development services (BDS), as well as financial institutions PSInno improves access to markets and finance, enhances entrepreneurial and digital skills, and promotes innovative business models.

The project pursues an integrated approach to both promoting agricultural value chains in northern Ghana and fostering the digital economy. Public and private partner organizations receive expert and process consulting to develop and implement policy instruments and strategies that create an investment- and innovation-friendly business environment. Intermediary organizations such as innovation promotion agencies, consulting services, and public and non-public providers of entrepreneurial services are supported in developing and establishing new support programs. The technical and entrepreneurial capacities of companies, startups, and smallholder farmers are strengthened to enable business development and expansion.

Objective of the Consultancy

The consultancy is to implement the setup of the Ghana AI hub according to the requirements of the Phase 2 planned rollout.

Tasks to be performed by the contractor

The contractor will be responsible for providing the following services:

Work Package 1: Programme Management and Ecosystem Building

- Secure an additional minimum of 5 Lols from European and Ghanaian stakeholders before GABS November 2026
- Represent the Ghana AI Hub at relevant European conferences (e.g. Swiss AI Summit) to build visibility and collect demand signals
- Operationalise the Ghana AI Hub Task Force and governance structure
- Develop a detailed project plan towards delivery proof of concept at GABS 2026, including an impact framework (e.g. value added, jobs created, founders supported, events held)
- Deliver an operational AI environment for the hub i.e supported with stable power, internet and GPU resources.
- Provide a proof of concept that can be launched at the German Africa Business Summit (GABS) in November 2026, including the organisation of a launch at GABS.
- Coordinate structured AI innovation services delivery for German and European corporates: AI research, prototyping, use case challenges, and hackathons.
- Beyond the proof-of-concept delivery at GABS, lead and implement scaled events engine emphasising sector-focused events (e.g. AI in financial services, AI in agritech) leading to the successful running and ecosystem acceptance of the AI hub.
- Expand European ecosystem building: securing new commercial contracts and deepening existing partnerships with German/DACH companies
- Monitor and report against impact targets with establishment of indicators (eg. 50–100 AI professionals active; revenue covering approximately 50% of operations; established bilateral trade patterns).
- Develop a long-term AI ecosystem engagement strategy and implement an action plan that positions the AI Hub as Ghana's central coordination platform and ensures the co-design, delivery, and continuous evolution of AI Hub services in partnership with the local AI ecosystem.

Work Package 2: Marketing and Positioning

- Coordinate and integrate the brand positioning developed in Phase 1 into the requirements and deliverables of Phase 2.
- Where needed, provide further management of professional landing page, website, and LinkedIn page that was developed in Phase 1, further updating content to fully communicate the Hub's mission, services, team, and partnership opportunities.
- Produce additional high-quality social media content including ecosystem spotlights, partner features, event announcements, thought leadership posts, and GABS build-up content, including all stakeholder outreach materials, pitch decks, one-pagers, partner kits, event branding, email templates, and conference materials

Workstream 3: PMO Support

- Scaling the NSP talent pool to trained and active AI professionals; continued NSP recruitment, development, and deployment to international client projects.
Native Solutions Providers are technical experts who are fully embedded in the hub on subcontract basis.
- NSPs to provide documentation for stakeholder meetings, programme management support, and marketing execution assistance

- NSPs to support outreach coordination, stakeholder tracking, and Task Force meeting preparation

The contractor is additionally responsible for the following project management obligations:

- Selecting, preparing, and steering the national and international short-term experts assigned to perform advisory tasks
- Managing costs and expenditures, accounting processes, and invoicing in line with GIZ requirements
- Reporting regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report (within 4 weeks of contract start)
- Brief monthly status updates to the Hub Task Force (2–3 pages)
- Contributions to reports to GIZ's commissioning party as required

Milestones

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

Milestones / process steps / partial services	Deadline
Minimum 5 Letters of Intent from Ghanaian stakeholders	2 to 4 months after signing of the contract
European Conference participation	2 to 6 months after signing of the contract
Updated marketing and branding materials	2 to 6 months after signing of the contract
NSP Experts cohort selected and onboarded; AI infrastructure operational	2 to 4 months after signing of the contract
GABS side event organisation, GABS event branding, materials, and digital presence completed; minimum 5 further Lols secured	November 2026

Sustained task force and governance structure	2 to 4 months after signing of the contract
Delivery of Proof of concept at the German African Business Summit (GABS)	November 2026
Local ecosystem engagement strategy and Action Plan	Ongoing, monthly reporting throughout the duration of the project
AI innovation service delivery	6-9 months after start of the contract
Scaled events; European ecosystem building	6-10 months after start of the contract
Monitoring and reporting against impact targets	Ongoing; monthly reporting throughout the duration of the project

Period of assignment: from **30 September 2026 until 30 September 2027**

2. Concept

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

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

Technical-methodological concept

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

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

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

The tenderer is required to describe the key processes for the services for which it is responsible and create an operational plan or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take

account of the milestones and contributions of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

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

Project management of the contractor (1.6)

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

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

Further requirements (1.7)

The contractor must submit proof of capacity according to the following criteria:

1. Existing Bilateral Blueprint (The Europe-Ghana Corridor)

The core USP of the Ghana AI Hub is a structured, revenue-generating trade corridor between Ghana and Germany.

Therefore, the contractor must demonstrate documentation showing an established, active commercial highway between European enterprise markets and West Africa; with evidence of corporate identity in Germany and operational engine in Accra, Ghana.

2. Immediate Commercial Viability for "Innovation Services"

The Hub requires an immediate engine for its primary revenue stream: commercial AI research, prototyping, and end-to-end deployment for international clients.

Therefore, the contractor should demonstrate a deeply specialized AI product and consulting capacity evidence in a proven, repeatable framework for taking raw client challenges and translating them into functional AI models—such as automated KYC analysts, document obligation extractors, and or natural-language agent platforms.

3. Proof of Concept in "Impact Sourcing" & Multi-Tiered Training

The Hub relies on sustainable training services and access to a pipeline of high-caliber African AI talent to supply European demand.

Therefore, the contractor should demonstrate an established network built on an impact sourcing model that recruits, upskills, and deploys top graduates from premium institutions. The contractor should have a documented track record of turning national service personnel and young graduates into market-ready, enterprise-grade AI engineers who interact directly with European clients, proving they can scale the Hub's educational and talent delivery mandate.

4. Direct Track Record in Regulated European Markets (Trust & Data Compliance)

To facilitate a successful trade corridor with Germany, the Hub must assure European enterprise clients that data privacy, IP protection, and compliance laws are strictly managed across borders.

Therefore, the contractor should demonstrate precedence in developing product(s) that are purpose-built for highly regulated European industries. These product(s) should be designed and deployed explicitly to solve complex frameworks like **MiFID II regulations** (EU financial market compliance) and automated audit trails. This competency demonstrates a native understanding of stringent European data governance (such as GDPR) and guarantees that the Ghana AI Hub's underlying infrastructure will inherently meet European enterprise compliance standards, eliminating a massive barrier to trade.

5. Synergy for Infrastructure, Sectors, and Incubator Scaling

The Hub's remaining revenue streams—ecosystem memberships, specialized sector events, and long-term startup incubation—require a partner capable of building a self-sustaining tech ecosystem.

Therefore, the contractor should demonstrate the capacity to merge product engineering, talent management, and international corporate networks under a single roof, thus functioning as an ecosystem player rather than a siloed software house.

6. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, 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, the Hub Task Force, and all European and Ghanaian stakeholders
- Lead on European outreach: direct engagement with German/DACH companies, AHK Ghana, IHK, and KI Bundesverband to secure Lols
- Personnel management: identifying need for short-term assignments within the available budget, planning and steering assignments, and supporting NSPs
- Regular reporting in accordance with deadlines and GIZ AVB requirements

Qualifications of the team leader

- **Education/training (2.1.1):** Master's degree in business administration, economics, technology management, international relations, or a related field relevant to AI and digital economy
- **Language (2.1.2):** English C1 (required); German B2 (required for European stakeholder engagement)
- **General professional experience (2.1.3):** 8 years of professional experience in the technology, digital economy, or international trade/investment sector

- **Specific professional experience (2.1.4):** 4 years in AI, digital ecosystem development, or bilateral trade programme management; demonstrated experience building or managing a hub, accelerator, or bilateral corridor is strongly preferred; prior experience delivering AI hub/innovation platform development is a significant advantage
- **Leadership/management experience (2.1.5):** 3 years of management/leadership experience as project team leader or programme director, including management of multi-stakeholder, multi-geography programmes
- **Regional experience (2.1.6):** 3 years of experience in projects in Sub-Saharan Africa, of which at least 1 year in Ghana; and minimum 2 years of experience engaging European (preferably German/DACH) private sector or institutional stakeholders
- **Development cooperation (DC) experience (2.1.7):** 2 years of experience working in or alongside DC projects; experience with GIZ, BMZ, or KfW is an advantage

Project Coordinator

Tasks of the Project Coordinator

- Responsible for day-to-day operations and coordination requirements of the hub.
- Responsible for coordinating activities of the embedded technical experts.
- Responsible for delivery of other technical requirements including curriculum development where necessary, program design, technical product development or other related assignments from the Team leader.
- Support team leader with operational and technical requirements of client and stakeholder requests.

Qualifications of the Project Coordinator

- **Education/training (2.1.1):** Master's degree in business administration, economics, project management, international relations or related field
- **Language (2.1.2):** English C1 (required)
- **General professional experience (2.1.3):** 4 years of professional experience providing project management and coordination support.
- **Specific professional experience (2.1.4):** 2 years involved in project coordination that are focused on the digital ecosystem development hub/innovation platform development
- **Regional experience (2.1.6):** 2 years of experience in projects in Sub-Saharan Africa, of which at least 1 year in Ghana
- **Development cooperation (DC) experience (2.1.7):** 1 year of experience working in or alongside DC projects; experience with GIZ, BMZ, or KfW is an advantage

Soft skills of team members

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

- Team skills and collaborative working across geographies
- Initiative and proactive working style, particularly under April sprint conditions
- Communication skills suited to both institutional (GIZ, government) and commercial (private sector) stakeholders

- Socio-cultural skills for effective engagement across Ghanaian and German/European contexts
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking across commercial, technical, and development domains

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

7. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration. Accommodation allowances are reimbursed as detailed in the specification of inputs below. 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 (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.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence. GIZ recommends using the quality standards published by the Development and Climate Alliance.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	70	70	
Project coordinator	1	70	70	
	Qty	Price	Total	Comments
Fixed travel budget	1	10000	10000	A budget is earmarked for travel to the following countries: Germany, and

				other European countries in the DACH region. A fixed budget of EUR 10000 is earmarked for settling travel expenses 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.
Other costs	Number	Price	Total	Comments
Flexible Remuneration	1	9000	9000	A budget of EUR 9000 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.
Office Space Rental	1			Cost should be proposed for the organisation covering space rental for the hub's first 12 months of activity
Workshops and events	4			Cost should be proposed for the organisation of stakeholder workshops and ecosystem events relevant to the implementation and running of the AI hub
Subcontract- Marketing and Branding	1			Cost should be proposed for subcontract relevant to the implementation and running of the AI hub
Subcontract - NSP Experts				Costs should be proposed for NSP experts; embedded in Hub full-time for PMO support. Proposals should be made on the number of experts at a reasonable value for money.

GABS Proof of concept Launch	1			A budget is allocated for organising of a launch ceremony at the German African Business Summit (GABS) to be held in November 2026 in Accra.
Cost related to AI innovation delivery	1			Costs should be proposed for equipment, licenses or other costs to be incurred for innovation service delivery.

8. Inputs of GIZ or other actors

In-kind contributions from local stakeholders:

- Donation of AI operating system for quick, safe, and secure prototyping
- Donation of existing local Starlink connection as internet backup solution in Accra
- Donation of IT equipment including GPUs
- Possible arrangement for physical space in Accra, including furniture
- Existing ecosystem relationships with private/public sector, universities, and start-up communities in both Europe and Ghana

9. 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 (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.