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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

South Africa as a Strategic Partner: Building Resilient Human and Animal Health Supply Chains:	**Project number/ cost centre: G-011902-004/11902020000** **Tender number 10055765**

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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 programme “Vaccines for Africa: Roll-out and Production in South Africa” (SAVax) is co-financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU) and implemented by GIZ. It contributes to the Team Europe Initiative on Manufacturing and Access to Vaccines, Medicines, and Health Technologies (TEI MAV+) for Sub-Saharan Africa. SAVax is implemented in close cooperation with the Department of Science, Technology and Innovation (DSTI), the Department of Health (DoH), and the South African Health Products Regulatory Authority (SAHPRA). The programme supports South Africa’s strategic objective to strengthen local production of vaccines, medicines, and health technologies, with a focus on building a sustainable, competitive, and resilient biopharmaceutical sector. Its overall objective is to improve access to quality vaccines for all populations in South Africa through strengthened enabling environments for research, development, skills development, regulatory systems, and demand and supply of locally produced health products.

The global pharmaceutical and health products industry is undergoing structural transformation driven by increasing concerns over supply chain resilience, geopolitical instability, and the high concentration of manufacturing capacity in a limited number of countries. Over the past decades, pharmaceutical production has become highly globalised, particularly for pharmaceuticals, vaccines, active pharmaceutical ingredients (APIs), biologics, generics, and intermediate inputs, largely driven by cost optimisation strategies. As a result, an estimated 60–80% of APIs used in Europe are manufactured outside the European Union, predominantly in China and India. Similarly, approximately 90% of vaccines used on the African continent are imported, primarily from a small number of global suppliers. These dependencies have exposed systemic vulnerabilities in global health security, as demonstrated during the COVID-19 pandemic, ongoing geopolitical tensions, shipping disruptions, and rising input costs.

In response, major global actors have strengthened their industrial and health security strategies. The European Union has elevated pharmaceutical resilience and strategic autonomy through initiatives such as the EU Pharmaceutical Package and the Critical Medicines Act, aiming to diversify supply chains, reduce dependency on single-source suppliers, and strengthen domestic and partner-country manufacturing capacity for critical medicines and active pharmaceutical ingredients. At the same time, the African Union, through the Partnerships for African Vaccine Manufacturing (PAVM), has set an ambition to locally manufacture at least 60% of Africa’s vaccine needs by 2040. These policy developments reflect a global shift from purely cost-driven procurement towards resilience-oriented, diversified, and strategically managed health product supply chains.

Within this evolving landscape, South Africa occupies a potentially strategic position due to its comparatively advanced biopharmaceutical manufacturing base, established regulatory authority, scientific capacity, and regional integration within African markets. However, key questions remain regarding its differentiated competitiveness in (i) generic medicines and active pharmaceutical ingredients, (ii) innovative pharmaceuticals including biologics and vaccines, and (iii) veterinary health products, where pharmaceuticals already represent the largest segment of the animal health market in South Africa. In particular, South Africa’s existing (bio)pharmaceutical manufacturing capacity is currently underutilised, while the veterinary health sector offers a complementary and financially viable expansion pathway, including opportunities in zoonotic disease control, antimicrobial resistance (AMR), and food security-related health interventions under a One Health approach.

The integration of human and animal health manufacturing presents a strategic opportunity to leverage existing infrastructure and capabilities more efficiently, enabling higher capacity utilisation and diversified revenue streams. In parallel, the differentiation between generics and innovative medicines remains critical, as these segments are shaped by fundamentally different competitiveness drivers, including cost structures, intellectual property regimes, regulatory requirements, and innovation ecosystems. Understanding these segment-specific dynamics is essential to identifying realistic pathways for industrial upgrading, technology transfer, and investment mobilisation.

Against this backdrop, an evidence-based assessment is required to evaluate South Africa's readiness and potential to position itself as a trusted, resilient, and regulatory-compliant manufacturing partner for both European and African markets. This includes its ability to serve EU pharmaceutical supply chain diversification objectives, particularly in the context of critical medicines and API security, as well as its capacity to contribute to African regional market development and health sovereignty goals.

The **proposed study** will generate a consolidated evidence base to inform policy dialogue, investment decisions, industrial development strategies, and targeted interventions under the SAVax programme. By identifying comparative strengths, strategic product and value chain opportunities, and key regulatory, industrial, and market bottlenecks, the study will support stakeholders (mainly the South African government) in shaping a shared vision for integrated human and animal health manufacturing. In doing so, it will strengthen South Africa's role within resilient, diversified, and future-oriented global health supply chains.

2. Tasks to be performed by the contractor

The contractor is responsible for delivery of services related to the following 5 Work Packages:

Work Package 1: Manufacturing Asset and Competitiveness Assessment

Objective: Map and evaluate South Africa's existing (bio)pharmaceutical manufacturing infrastructure and assess its capacity, and competitive positioning across both human, and veterinary product segments focusing on innovative pharmaceuticals, vaccines, APIs, biologics, and generics. Assess adaptation requirements to determine where existing assets can competitively support diversification across these product segments.

Proposed Activities:

- Map existing (bio)pharmaceutical manufacturing assets, production capacity, and platform types across South Africa, covering; innovative pharmaceuticals, vaccines, APIs, biologics, and generics; and diagnostic manufacturing.
- Benchmark South Africa's manufacturing competitiveness against international comparators for innovative medicines, generics, and veterinary products, analysing cost structures, skills availability, infrastructure quality, and innovation ecosystem capacity.
- Conduct a capacity utilisation and technical feasibility analysis, identifying underutilised production lines with potential for product diversification, including modelling of shared human-animal production scheduling and modular production approaches.
- Identify and assess manufacturing adaptation requirements for veterinary and other product diversification including capital expenditure (CAPEX) requirements for facility modifications needed to support diversification across priority product segments.

Deliverables:

- Manufacturing Asset and Capability Map: documenting existing platforms, production capacity, utilisation rates, and GMP compliance status across human and veterinary product segments.
- Competitiveness Benchmarking Report: including a SWOT analysis and benchmarking matrix by product category across human and veterinary segments (innovative pharmaceuticals, vaccines, APIs, biologics, and generics).
- Platform Compatibility and Adaptation Assessment: identifying where existing assets can support diversification and quantifying adaptation requirements by segment including modelled manufacturing scenarios and indicative CAPEX requirements.

Work Package 2: Market Opportunity Analysis (Human and Animal Health)

Objective: Conduct market opportunity mapping and strategic demand assessment across two strategic market channels: the European Union as primary market and Africa as secondary market, for both human and veterinary pharmaceutical product segments (focusing on innovative pharmaceuticals, vaccines, APIs, biologics, and generics), evaluating how EU and African pharmaceutical security policies create differentiated opportunities for South Africa. If there are additional strategic market channels that are of relevance for these product segments that have been identified these should be included.

Proposed Activities:

- Analyse the EU pharmaceutical security policy landscape (including the Critical Medicines Act) identifying differentiated market opportunities for South Africa across innovative medicines, biologics, vaccines, APIs, and generics, across human and veterinary product segments.
- Assess South Africa's realistic positioning within EU supply chain diversification objectives, including as a second-source supplier for generics and critical medicines, and as a niche or strategic partner for selected innovative products, accounting for EU requirements on reliability, GMP compliance, and surge capacity.
- Conduct a regional and national market assessment of pharmaceutical and veterinary pharmaceutical demand across the European Union as primary market and Africa as secondary market, segmented by product category (innovative medicines, vaccines, generics, APIs, veterinary biologics, anti-parasitics, reproductive and livestock productivity products) and market characteristics.
- Review human and veterinary pharmaceutical supply chains and import dependency in target markets, identifying import substitution opportunities and regional export potential.
- Identify any additional strategic market channels relevant to South Africa's positioning in priority product segments, as warranted by evidence.
- Develop 5–10-year demand forecasts for priority product categories across EU and African market channels.
- Identify product segments suitable for local manufacturing based on demand stability, market size, strategic value, and import dependency across strategic market channels.

Deliverables:

- Market Opportunity Report: covering market access opportunities for innovative medicines, biologics, vaccines, APIs, and generics, with South Africa's positioning options relative to EU supply chain diversification policy.
- Strategic Market Map: illustrating South Africa's market entry opportunities by product segment and market channel, identifying disease-driven demand entry points and precursor infrastructure gaps.
- Demand Forecast Models (5–10 years) for priority product categories across EU, African and other strategic market channels.
- Priority Product Longlist: identifying 10–15 candidate products across human and veterinary segments, ranked by market opportunity, demand stability, and strategic value.
- Workshop with government stakeholders on Market Opportunity Analysis

Work Package 3: Regulatory, IP, and Policy Alignment Assessment

Objective: Analyse the regulatory frameworks, intellectual property landscape, and policy environments relevant to South Africa's expansion into both EU and African market channels for both human and veterinary pharmaceutical product segments, focusing on innovative pharmaceuticals, vaccines, APIs, biologics, and generics. If there are additional strategic market channels that are of relevance for these product segments that have been identified these should be included.

Proposed Activities:

- Review South Africa's regulatory frameworks for human pharmaceutical products (innovative biologics, vaccines, APIs, generics) and veterinary pharmaceutical products, including the roles, mandates, and responsibilities of relevant regulatory bodies, and the differentiation between human and veterinary regulatory functions.
- Analyse regulatory approval pathways for priority product categories across domestic and key export markets covering; innovative medicines and biologics; generics and biosimilars (including bioequivalence pathways); veterinary biologics and pharmaceuticals; and diagnostic products. Identify approval timelines, testing requirements, and compliance costs per pathway.
- Assess SAHPRA's regulatory robustness and credibility for both generics and innovative products, and its alignment with EU GMP expectations and EMA regulatory requirements relevant to pharmaceutical export.
- Assess the intellectual property and patent environment, including: the effect of patent protection and expiry on generic medicine market entry and regulatory exclusivities; and the implications of South Africa's IP framework for technology transfer in innovative pharmaceutical and biologics segments.
- Identify regulatory barriers and incentives affecting market entry across product segments and market channels, and develop recommendations for regulatory streamlining, policy support, and coordination.

Deliverables:

- Regulatory Landscape Analysis Report: covering human and veterinary regulatory frameworks for domestic product approval and alignment with EU and African export market requirements.
- Workshop with SAHPRA to assess and validate the Regulatory Landscape Analysis Report.

- Regulatory Pathway Guide: detailing approval processes, timelines, testing requirements, and compliance costs for priority product categories across market channels.
- IP Environment Assessment: examining patent and exclusivity implications for generics manufacturing and technology transfer for innovative medicines and biologics.
- Risk and Mitigation Framework: addressing key regulatory and policy barriers across product segments and market channels.
- Regulatory and Policy Recommendations: covering streamlining measures, policy incentives, and coordination mechanisms, including platforms for holistic integration of One Health policies and budgets across government departments and agencies.

Work Package 4: Strategic Product Portfolio and Value Chain Prioritisation

Objective: Identify, map, and prioritise the most credible product categories and value chain opportunities where South Africa can build competitive and financially viable manufacturing capacity across both the human and animal health sectors focusing on innovative pharmaceuticals, vaccines, APIs, biologics, and generics.

Proposed Activities:

- Drawing on findings from WP1–WP3, develop shortlists of priority products for local manufacturing across: (i) innovative pharmaceuticals and biologics; (ii) vaccines; (iii) APIs; (iv) generics; and (v) veterinary pharmaceuticals and biologics (including veterinary vaccines, anti-parasitics, reproductive products, and diagnostics). Target a combined portfolio of 10–15 high-potential products.
- Assess the technical and commercial feasibility of each priority product, evaluating platform compatibility, regulatory pathway viability, market access potential, and investment requirements.
- Map value chain positions where South Africa can credibly compete, including as a manufacturer of finished dosage forms, fill-finish partner, API producer, and contract manufacturer, distinguishing between generics and innovative product pathways.
- Identify where South Africa can move beyond generics and commodity manufacturing into higher-value innovative niches, such as biologics fill-and-finish, biosimilars, niche therapeutics, and proprietary vaccines, and define enabling conditions, technology transfer requirements, and sequencing needed to do so.
- Develop and compare manufacturing model options for priority products, including: shared human–animal production scheduling; modular production; contract manufacturing arrangements; and phased platform diversification.
- Analyse market pricing structures, affordability dynamics, and revenue potential for priority products across EU and African market channels.
- Identify investment and infrastructure requirements for each priority product category and value chain position, distinguishing between capital-light diversification options and higher-investment pathways.

Deliverables:

- Integrated Priority Product Portfolio: identifying 10–15 high-potential products across innovative medicines, vaccines, APIs, generics, and veterinary segments, with feasibility assessment, strategic rationale, and market channel alignment for each.
- Value Chain Map by Segment: identifying South Africa's viable entry and competitive positions across innovative, generic, API, and veterinary product value chains.

- Manufacturing Model Options Analysis: covering dual-use scenarios, shared production scheduling, modular approaches, and phased diversification pathways with indicative CAPEX requirements.
- Strategic Product and Market Prioritisation Matrix: ranking priority products by feasibility, market opportunity, competitive advantage, and investment requirement across market channels.

Work Package 5: Investment Case, Stakeholder Validation and Strategic Recommendations

Objective: Consolidate findings from WP1–WP4 into an integrated, investment-ready business case that is equally grounded in building political will and securing stakeholder buy-in. Validate results with public and private stakeholders to ensure shared ownership and alignment, and translate outputs into a practical roadmap for policy action, investment mobilisation, partnership development, and follow-on technical assistance

Proposed Activities:

- Develop financial models comparing manufacturing scenarios: (i) human-only pharmaceutical production; (ii) diversified human–animal production; and (iii) export-oriented configurations targeting EU and/or African markets. Models to cover a 10-year projection horizon including revenue, CAPEX, operating costs, and return on investment profiles.
- Quantify the economic benefits of manufacturing diversification and export expansion, including: improved asset utilisation; revenue diversification and reduced market volatility; export revenue potential; and broader economic multiplier effects on employment and skills development.
- Conduct cost-benefit analyses for selected priority products from WP4, covering manufacturing adaptation investment, regulatory compliance costs, and working capital requirements, benchmarked against import-dependent and human-only scenarios.
- Identify and assess financing mechanisms, including development finance institutions (DFIs), blended finance instruments, public-private partnership models, and available government incentive schemes.
- Develop an industry engagement strategy identifying target partners across pharmaceutical companies, agricultural and veterinary sector stakeholders, global health funders, and development finance institutions, and recommending partnership structures and engagement mechanisms.
- Prepare an investment-ready business case and investor briefing pack suitable for pharmaceutical companies, DFIs, and government decision-makers, clearly articulating the commercial and public health rationale for South Africa's strategic positioning.
- Facilitate structured validation workshop with key South African government departments and private sector industry associations to test and refine findings, ensure shared ownership, and build political will for implementation.
- Develop differentiated policy recommendations for government and investment recommendations for industry, aligned to One Health frameworks, EU pharmaceutical partnership objectives, and African regional health sovereignty goals.
- Translate consolidated findings and validated recommendations into a practical implementation roadmap, identifying prioritised actions, responsible parties, indicative timelines, and follow-on technical assistance requirements across short-, medium-, and long-term horizons.

Deliverables:

- Comprehensive Business Case Report: integrating market, manufacturing, regulatory, and product portfolio findings into a full investment-ready narrative.
- Financial Model and Investment Projections (10-year horizon): covering (i) human-only pharmaceutical production; (ii) diversified human–animal production; and (iii) export-oriented configurations targeting EU and/or African markets.
- Investor and Industry Briefing Pack: concise investment summary suitable for pharmaceutical companies, DFIs, and government stakeholders.
- Industry Engagement and Partnership Strategy: identifying target partners, engagement approaches, and recommended partnership structures.
- Stakeholder Validation Report: documenting workshop findings, stakeholder positions, and amendments to conclusions and recommendations.
- Strategic Recommendations and Implementation Roadmap: covering prioritised policy and investment actions for government and industry with responsible parties, indicative timelines, and follow-on technical assistance requirements.

The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Milestones/partial works	**Deadline/place/person responsible**	**Criteria for acceptance**
Inception Report & Workplan	Up to 6 weeks after contract commencement, contractor	Responds to the ToR, sets out a clear methodology, workplan is realistic and feasible, submitted in the agreed format and on time, addresses consolidated comments by GIZ
Deliverables of WP1: Manufacturing Asset and Competitiveness Assessment and WP2: Market Opportunity Analysis	Up to 3 months after contract commencement, contractor	The deliverables as laid out above are delivered on time and in a way that corresponds to the ToR, comments by partners and GIZ are integrated. This includes a workshop.
Deliverables of WP3: Regulatory, IP, and Policy Alignment Assessment	Up to 4 months after contract commencement, contractor	The deliverables as laid out above are delivered on time and in a way that corresponds to the ToR, comments by partners and GIZ are integrated. This includes a workshop.

Deliverables of WP4: Strategic Product Portfolio and Value Chain Prioritisation	Up to 6 months after contract commencement, contractor	The deliverables as laid out above are delivered on time and in a way that corresponds to the ToR, comments by partners and GIZ are integrated.
WP5: Investment Case, Stakeholder Validation and Strategic Recommendations	Up to 7 months after contract commencement, contractor	The deliverables as laid out above are delivered on time and in a way that corresponds to the ToR, comments by partners and GIZ are integrated. This includes a workshop in which all deliverables are to be validated.

Period of assignment: from 08.01.2027 until 31.08.2027

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 describe the **approach and procedure for steering** the measures with the project partners (1.3.1).

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).

Further Requirements (1.7.):

Gender balance and diversity: Assessment of the proposed team's commitment to gender equality and diversity, including a balanced gender representation and diversity of

professional expertise, backgrounds and perspectives. The bidder should demonstrate how the proposed team composition contributes to inclusive and effective delivery of the assignment

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

Overall responsibility for the advisory packages of the contractor (quality and deadlines)
Coordinating and ensuring communication with GIZ, partners and others involved in the project
Personnel management
Regular reporting in accordance with deadlines
Strategic synthesis
Stakeholder engagement
Quality assurance across all work packages

Qualifications of the team leader

Education/training (2.1.1): university degree (German 'Diplom'/Master) in life sciences, public health, economics, or business (MBA)
Language (2.1.2): C1-level language proficiency in English
General professional experience (2.1.3): 7 years of professional experience in pharmaceutical sector strategy, health industry development, or health systems advisory experience
Specific professional experience (2.1.4): 5 years in pharmaceutical manufacturing, value chains and industrial policy across human and veterinary health segments
Leadership/management experience (2.1.5): 3 years of management/leadership experience leading complex consulting assignments for development partners (GIZ, EU, World Bank, or equivalent)
Regional experience (2.1.6): 5 years of experience in projects in Sub-Sahara Africa (region), of which 2 years in projects in South Africa (country)
Other (2.1.8): Experience engaging at senior levels with government, regulatory authorities, industry associations, and DFIs

Key expert 1

Tasks of key expert 1

Manufacturing asset mapping
GMP benchmarking
Capacity and adaptation assessment

Qualifications of key expert 1

Education/training (2.2.1): Master's degree in pharmaceutical sciences, chemical/biochemical engineering, or biotechnology
Language (2.2.2): C1 -level language proficiency in English
General professional experience (2.2.3): 5 years in (bio)pharmaceutical manufacturing, process development, or manufacturing consulting
Specific professional experience (2.2.4): Deep technical knowledge of at least one of: biologics (recombinant proteins, viral vectors, mRNA); vaccines; sterile injectable / fill-finish; or API production.
Development Cooperation (DC) experience (2.2.7): Practical knowledge of WHO/EU GMP requirements and facility qualification processes
Other (2.2.8): Experience with manufacturing capacity assessment, competitiveness benchmarking, or CAPEX estimation for pharmaceutical facilities

Key expert 2

Tasks of key expert 2

Market opportunity mapping,
Demand forecasting,
Supply chain analysis (EU and Africa)

Qualifications of key expert 2

Education/training (2.3.1): Master's degree in economics, public health, pharmacy, or business
Language (2.3.2): C1 -level language proficiency in English
General professional experience (2.3.3): 5 years in pharmaceutical market analysis, health commodities economics, or health sector advisory
Specific professional experience (2.3.4): Demonstrated experience assessing pharmaceutical markets in Sub-Saharan Africa, including supply chain mapping and import dependency analysis
Development Cooperation (DC) experience (2.3.7): Working knowledge of EU pharmaceutical policy (Critical Medicines Act, EU Pharmaceutical Package) and its supply chain diversification implications
Other (2.3.8): Experience in pharmaceutical demand forecasting and with pharmaceutical market data sources (IQVIA, IMS, UN Comtrade, ITC Trade Map, MSH price guides)

Key expert 3

Tasks of key expert 3

Regulatory pathway analysis
IP/patent landscape
Policy alignment

Qualifications of key expert 3

Education/training (2.4.1): Degree in pharmacy, law, or life sciences and postgraduate qualification in regulatory affairs or health law.

Language (2.4.2): C1 -level language proficiency in English
General professional experience (2.4.3): 5 years in pharmaceutical regulatory affairs, regulatory policy, or related advisory, with primary focus on human pharmaceutical products
Specific professional experience (2.4.4): Deep practical knowledge of SAHPRA regulatory pathways for generics (bioequivalence), biologics, and vaccines, including timelines, dossier requirements, and common risk areas
Development Cooperation (DC) experience (2.4.7): Understanding of EU GMP standards (EudraLex Volume 4) and EMA regulatory expectations for manufacturers supplying EU markets
Other (2.4.8): Working knowledge of pharmaceutical IP and patent frameworks: patent terms, supplementary protection certificates, data exclusivity, and their effect on generic market entry and technology transfer

Key expert 4

Tasks of key expert 4

Financial modelling
Business case development
DFI and investor communications

Qualifications of key expert 4

Education/training (2.5.1): Master's degree in finance, economics, or business administration
Language (2.5.2): C1 -level language proficiency in English
General professional experience (2.5.3): 5 years in investment analysis, financial modelling, or transaction advisory with direct experience in pharmaceutical, healthcare, or life sciences sectors
Specific professional experience (2.5.4): Demonstrated ability to build multi-scenario manufacturing business financial models with projections: revenue, CAPEX, operating costs, Net Present Value (NPV), Internal Return Rate (IRR), and sensitivity analysis, etc.
Development Cooperation (DC) experience (2.5.7): Knowledge of development finance instruments and investment criteria of key DFIs (IFC, AfDB, DEG, FMO, DBSA, BII/CDC) and blended finance structures
Other (2.5.8): Experience preparing investment-ready business cases and investor briefing materials for DFI and private sector pharmaceutical or manufacturing investment audiences; Familiarity with PPP frameworks and government incentive mechanisms (tax incentives, co-funding, guarantees) as applied to manufacturing investment in middle-income country settings.

Soft skills of team members

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

Team skills
Initiative
Communication skills
Socio-cultural skills
Efficient, partner- and client-focused working methods
Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 (GERMAN ONLY)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The Development and Climate Alliance (German only) has published a list of standards (German only). GIZ recommends using the standards specified there.

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a contract for works, we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rate. Please also provide the underlying daily rate. A breakdown of days is not required.

Milestones/partial works	Estimated expert days for orientation	Deadline/place/person responsible
Milestone 1: Inception Report and Work Plan	4	Up to 6 weeks after contract commencement, TL
Milestone 2: WP 1 & 2	44	Up to 3 months after contract commencement, contractor, mainly KE1 and KE2 with

		support from other team members
Milestone 3: WP 3	25	Up to 4 months after contract commencement, contractor, mainly KE 3 with support from other team members
Milestone 4: WP 4	25	Up to 6 months after contract commencement, contractor, mainly KE4 and TL with support from other team members
Milestone 5: WP 5	12	Up to 7 months after contract commencement, contractor, mainly TL with support from other team members

Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Fixed travel budget	1	1	1	Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
CO_2 compensation for air travel	1		280	A fixed budget of EUR 280 is earmarked for settling carbon offsets against evidence.
Other costs	**Number**	**Price**	**Total**	**Comments**
Flexible remuneration	1	8.000,00	8.000,00	A budget of EUR 8.000,00 € is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- WP2: Workshop on Market Opportunity Analysis
- WP3: Workshop with SAHPRA

- WP5: Validation Workshop

Please incorporate these three workshops in the budget lines for the work packages entered in the price schedule. The budget should include the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Moderation services
- Catering
- Workshop materials
- Travel expenses for partner experts (this concerns participants from government organizations)
- Other costs relating to the workshops

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (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.

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.