

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

CONFIDENTIAL

Development and Implementation of an EU Business-to-Business and Market Access Support Programme for South African Biotechnology Companies	Project number/ cost centre: G-011902- 004/11902020000 Tender number 10023530
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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 the Federal Republic of Germany’s Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU) and implemented by GIZ. The program is part of, and contributes to, the Team Europe Initiative on Manufacturing and Access to Vaccines, Medicines, and Health Technologies (TEI MAV+) for Sub-Saharan Africa.

The program is implemented in cooperation with the Department of Science, Technology and Innovation (DSTI) and the Department of Health (DoH). The program's overall objective is to support the implementation of South Africa's plans to increase local manufacturing of vaccines and pharmaceutical products and improve access for the population. The specific objectives are to: support the enabling environment for local pharmaceutical and health technologies production through research, development, and skills development; strengthen the regulatory environment; and support the demand and supply of locally produced health goods.

The GIZ SAVax programme seeks to strengthen South Africa’s biopharmaceutical and biotechnology innovation ecosystem by enabling targeted international collaboration, market access, and capacity development for companies in order to support their readiness for investment and/or technology partnerships. Building on insights and partnerships established through previous delegations, this initiative aims to facilitate a structured exchange between selected South African companies and key stakeholders within the EU life sciences and biotechnology ecosystems. Through a combination of tailored matchmaking, and in-market immersion, the programme is designed to accelerate the commercialisation, regulatory readiness, and global integration of high-potential South African ventures, while fostering sustainable, mutually beneficial partnerships between Africa and Europe.

The objective of this assignment is therefore to engage a consultant, or a consortium of consultants, for the development and implementation of a tailored support programme, linking South African biotechnology companies and key stakeholders within the EU life sciences and biotechnology ecosystems.

2. Tasks to be performed by the contractor

Project Management:

In addition to the work packages described below, the contractor is responsible for providing the following services:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The contractor is responsible for delivery of services related to the following 4 (four) Work Packages:

Work Package 1 (WP1): Needs Assessment and Programme Design

WP1 Objective:

Identify and define tailored programme based on company needs.

WP1 Proposed Activities:

1. In conjunction with GIZ, identify (5-8) high-potential companies for the programme.
2. Develop and conduct needs assessments for selected companies; including but not limited to aspects such as, business-to-business exchange, collaboration, investment, technology transfer, etc.
3. Develop detailed programme framework and implementation plan based on the needs assessment.
4. In conjunction with GIZ team, develop KPIs for the (5-8) companies.

WP1 Deliverables:

- Travel to South Africa to identify companies and conduct needs assessment.
- Detailed Needs Assessment report per company, identifying key areas of support and potential impact of the support.
- Programme implementation plan.
- KPI tracking dashboard.

Work Package 2 (WP2): Preparation & Matchmaking

WP2 Objective:

Prepare selected company for effective engagement and align them with relevant German/EU stakeholders.

WP2 Proposed Activities:

1. Analyse needs assessment data.
2. Map relevant EU stakeholders (i.e Fraunhofer Society (FhG) / Germany; TNO (TNO) / Netherlands; VTT Technical Research Centre of Finland (VTT) / Finland; imec (imec) / Belgium, BioCity, Contract Development and Manufacturing Organisations, Venture Capital, etc)
3. Identify key EU stakeholders for engagement.
4. Develop tailored B2B matchmaking plans.
5. Conduct pre-departure training (regulatory, pitching, EU market entry, etc.) with selected startups.
6. Schedule relevant meetings and site visits.

WP2 Deliverables:

- Stakeholder mapping report.
- Individual matchmaking plans.
- Pre-departure training materials.

- Confirmed meeting schedules

Work Package 3 (WP3): EU Immersion Programme Delivery

WP3 Objective:

Deliver a high-impact in-market immersion programme facilitating partnerships and market access.

WP3 Proposed Activities:

1. Coordinate all bookings, logistics, and programme delivery in EU (8-10 days) for at least one representative from each of the 5-8 companies.
2. Facilitate site visits (industrial research institutes, industry partners, etc.).
3. Organise investor and corporate engagement sessions.
4. Deliver structured B2B matchmaking sessions.
5. Facilitate daily debrief and learning sessions with startups.

WP3 Deliverables:

- Delivered immersion programme.
- B2B meeting reports.
- Description of the investor and corporate engagement activities, as well as outcomes thereof.
- Summaries of the daily debrief and learning sessions with companies.

Work Package 4 (WP4): Post-Exchange Follow-Up & Partnership Activation

WP4 Objective:

Ensure sustainability of engagements and conversion of opportunities into partnerships.

WP4 Proposed Activities:

1. Facilitate post-programme follow-up meetings.
2. Support MoU and/or other partnership/business development modalities.
3. Organise virtual engagement sessions/webinars.
4. Track outcomes of exchanges through KPI dashboard.
5. Draft final programme report.
6. Draft recommendations for the GIZ team in conducting follow-ups with business partners in the EU ecosystem, establishing business partnerships and accompanying measures.

WP4 Deliverables:

- Follow-up engagement report.
- List of partnerships/MoUs initiated.
- Final programme report with recommendations.

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

Milestones	Deadline
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Needs assessment and programme design	Up to 4 weeks after contract commencement
Matchmaking and training	Up to 8 weeks after contract commencement
Immersion programme delivery	Up to 6 months after contract commencement
Follow-up	Up to 8 months after contract commencement
Final reporting	At least 3 weeks prior to contract end date.

Period of assignment: from 01.09.2026 until 31.08.2027.

The assignment is expected to commence on 01.09.2026 and conclude by 31.08.2027, with each deliverable being completed within a specified time frame agreed upon with the SAVax team. The contractor will be required to submit the final report at least 3 weeks prior to the end of the contract. Interim payments to be provided at key milestones will be determined in consultation with SAVax team.

3. Concept

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

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

Technical-methodological concept

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

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

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

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).

Project management of the contractor (1.6)

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

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

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

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

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Master's degree (minimum) in a relevant field; Pharmaceutical Sciences, Biopharmaceutical/Biotechnology, Life Sciences.
- Language (2.1.2): C2-level language proficiency in English.

- General professional experience (2.1.3): 10 years of relevant professional experience. Experience spanning business and development and/or biotechnology environments. Demonstrated roles in strategic planning and business development.
- Specific professional experience (2.1.4): 8 years in biotechnology business development. Demonstrated experience in startup support facilitating investment readiness and/or EU market access.
- Leadership/management experience (2.1.5): 10 years in leadership roles, including: Leading multidisciplinary technical teams, Managing complex, multi-stakeholder projects, Engaging with senior stakeholders (government, private sector, DFIs).
- Regional experience (2.1.6): 5 years working in southern Africa and Europe, with demonstrated understanding of: Regional biotechnology markets.
- Other (2.1.8): 5 years experience in developing business plans and commercialisation and/or investment strategies.

Short-term expert pool with minimum 1 (one), maximum 4 (four) members

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

Tasks of the short-term expert pool

- In conjunction with the Team Lead, the short-term experts will be responsible for delivery of the work packages and deliverables described above.
- Identify and conduct interviews with key stakeholders to gather strategic insights and recommendations.
- Liaise with team lead and GIZ team regarding the specific milestones for each work package and associated deliverables.
- Facilitate necessary administrative arrangements and bookings in order to execute activities in the respective work packages.
- Prepare comprehensive reports with actionable recommendations.

Qualifications of the short-term expert pool

- Education/training (2.6.1): Master's degree (minimum) in a relevant field; Pharmaceutical Sciences, Biopharmaceutical/Biotechnology, Health Economics/Finance/Business, Life Sciences.
- Language (2.6.2): C2-level language proficiency English.
- General professional experience (2.6.3): 7 years of relevant professional experience in the biotechnology sector, or business development.
- Specific professional experience (2.6.4): 5 years in one or more of the following: **Market expert:** Pharmaceutical health market analysis, demand forecasting, pricing. **Regulatory expert:** Pharmaceutical regulatory pathways, compliance. **Financial expert:** Financial modelling, cost-benefit analysis, investment case development.
- Regional experience (2.6.5): 3 years working in southern Africa and Europe, with demonstrated understanding of: Regional biotechnology markets.

- Other (2.6.7): Strong analytical and report-writing skills, experience contributing to technical reports, feasibility studies, or commercialisation strategies, familiarity with data-limited environments and triangulation methods.

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

5. Costing requirements

Assignment of personnel and travel expenses

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 (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.

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 TL	1	16	16	0.5 days: briefing between SAVax Team & Team Lead 15.5 days: project execution and management of short-term expert pool.
Designation of short-term expert pool	1-4	36	36	6 days: WP1 12 days: WP2

				10 days: WP3 8 days: WP4
Transport	Quantity	Number per expert	Total	Comments
CO₂ compensation for air travel	28		1.960,00	A fixed budget of EUR 1 960 is earmarked for settling carbon offsets against evidence. Up to 14 RTN flights.
Fixed travel budget for company delegates	1		60.000,00	A budget is earmarked for travel from the following countries: South Africa. A fixed budget of EUR 60 000 is earmarked for settling travel expenses against evidence. This budget is dedicated to company delegates travel from South Africa to Europe. 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.
Consultant travel to South Africa	3	10	15.000,00	Travel to South Africa by consultants to South Africa for 8-10 days to identify companies and conduct needs assessment. This fixed budget is earmarked for settling travel expenses against evidence for the consultants to South Africa and will be settled against evidence.
Other costs	Number	Price	Total	Comments
Other costs	4	3.910,00	15.640,00	The budget contains the following costs associated with stakeholder engagement and key informant interviews; venue and catering, facilitation and expert input, digital and IT tools, documentation and reporting, coordination and logistics. This

				will be invoiced against evidence.
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6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Names and contacts of stakeholders and key informants engaged.

7. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Outsourced processing of personal data

The contractor will ensure compliance with all processing of personal data to ensure compliance with the General Data Protection Regulation (GDPR), and Protection of Personal Information Act (POPIA). Data processing and management protocols will be drafted and agreed with the GIZ project team prior to collection of any data from data subjects related to the execution of this contract.

The data protection and information security provisions set out in the most recent GIZ AVB (section 1.10 Data Protection) apply.