
Consultancy to conduct a needs assesment for the SADC Industrial Pharmacy Fellowship Programme **Project number: 17.2034.1-010.00**

- 0. List of abbreviations 2
- 1. Context..... 3
- Tasks to be performed by contractor 5
- 2. Concept..... 7
 - Technical-methodological concept 7
 - Project management of the contractor (1.6) 8
- 3. Personnel concept..... 8
 - 4.1 Team leader 8
 - 4.2 Key expert 1 9
 - 4.3 Short-term expert pool with minimum 2 10
- 4. Costing requirements 11
 - Assignment of personnel and travel expenses 11
 - Sustainability aspects for travel 11
- 5. Requirements on the format of the tender 13

0. List of abbreviations

API	Active pharmaceutical ingredients
ARV	Antiretroviral
ART	Antiretroviral Therapy
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2022
CESARE	Cooperation for the Enhancement of Southern African Development Community (SADC) Regional Economic Integration
CMPP	COVID-19-relevant medical and pharmaceutical products
DoA	Description of Action
GMP	Good Manufacturing Practice
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
SADC	Southern African Development Community
SUT	SADC University of Transformation
SIPS	Support towards Industrialization and the Productive Sectors in the SADC region
ToRs	Terms of reference
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
VC	Value Chain

1. Context

a. Brief information on the project

The program "Cooperation for the Enhancement of Southern African Development Community (SADC) Regional Economic Integration" (CESARE) supports the Southern Africa Development Community (SADC) in economic development as well as good governance. Its main cooperation partner is the SADC secretariat in Gaborone, Botswana. The program is further implemented in cooperation with the national governments of SADC member states and with associations and companies of the private sector and civil society. One of the four measures of the program is the Joint Action "Support towards Industrialisation and the Productive Sectors (SIPS) in the SADC region". The EU and the German Government finance this Private Sector Development Action. GIZ is responsible for the implementation of two result areas of SIPS: to enhance the private sector participation in regional medical and pharmaceutical value chains, in this case specifically the antiretroviral (ARV) value chain (VC), and to enhance the private sector participation in the regional leather value chain.

b. Context

The Joint Action SIPS is supported by the European Union (EU) under European Development Fund (EDF) 11 as approved by the European Commission in October 2018. The Action has been initiated to support the SADC Industrialisation strategy by developing and strengthening selected regional value chains.

The overall objective of the SIPS Program is to contribute to the SADC industrialisation and regional integration agenda. Therefore, the project purpose (specific objective) is:

To improve the performance and growth of selected regional value chains and related services within the agro-processing, pharmaceutical and medical products sectors.

The SIPS Program addresses key concerns of the private sector that are currently impeding industrialisation in the SADC region by addressing both market failures and coordination and linkages failures between the national and regional levels as well as between the public and private sectors. Accordingly, the program aims to achieve its objectives through two mutually reinforcing components:

- Component 1 (Result 1) enhances the policy, regulatory and business environment at national and regional levels for the development and sustainable operation of regional value chains (for selected products) in the agro-processing and pharmaceutical sectors.
- Component 2 (Results 2 and 3) enhance private sector participation in regional pharmaceutical, medical, and leather value chains. More specifically, Result 2 exclusively aims at enhancing private sector participation in regional antiretroviral (ARV) and Covid-19-relevant medical and pharmaceutical products (CMPP) value chains (Results 2.1 and 2.2, respectively).

The EU and the SADC Secretariat have identified the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH as the lead implementing agency for Results 2 and 3 of the SIPS Program (in the framework of a co-financed Contribution Agreement). GIZ is implementing the private sector component through a Multi-donor Action, the Joint Action SIPS, jointly co-financed by the European Union and the Federal Republic of

Germany's Federal Ministry for Economic Cooperation and Development (BMZ). In addition, GIZ implements the Private Sector Component of SIPS as part of the BMZ-commissioned program "Cooperation for the Enhancement of SADC Regional Economic Integration" (CESARE II), which has an implementation period of up to 41 months, with effect from October 2019.

The antiretroviral value chain is an important focal area given the impact of the HIV pandemic globally. The highest burden of HIV/AIDS resides within the African continent, particularly Sub-Saharan Africa, where approximately 67% of HIV-positive cases are found. Effective antiretroviral therapies (ART) do not cure the infection but offer long-term remission and reduction in viral load. Most ARVs used in SADC are imported, and there is a clear economic opportunity for the region by increasing the local capture of this market through investment in pharmaceutical manufacturing in the ARV value chain.

The Joint Action SIPS aims to support private sector participation in the antiretroviral value chain (ARV) value chain as follows:

- i. Evaluate and promote the production of inputs such as active pharmaceutical ingredients (API) and packaging materials,
- ii. Strengthen market access and dissemination of ARV market information
- iii. Improve the manufacturing output and business operational efficiency,
- iv. Attain and maintain acceptable good manufacturing practice (GMP) standards
- v. Link private-sector pharmaceutical manufacturers and academic institutions to develop academic programmes that address the existing skills gap in the sector and
- vi. Facilitate access to affordable, flexible, innovative financing arrangements for spearheading ARV manufacturing projects.

These Terms of Reference will focus on bridging the gaps identified in academic and technical and vocational education and training (TVET) integration in pharmaceutical manufacturing within SADC.

c. Intervention for the Development of a Regional Academic Programme

The Joint Action SIPS is working to improve regional value chains and related services by enhancing knowledge transfer and know-how. One example of this is the need for highly certified production facilities to improve the production standards of locally produced antiretrovirals and the need for highly qualified pharmaceutical personnel to develop the pharmaceutical value chain. While some SADC Member States have established universities and relevant TVET institutions that offer pharmaceutical training programs, there is a gap in skilled pharmaceutical personnel to meet the labour demand from existing and newly developed pharmaceutical companies in the SADC region. Therefore, specialised training at the master's level is crucial for building training capacity for certain sub-steps of pharmaceutical production.

The Joint Action SIPS Description of Action (DoA) Sub-result 2.1.1 aims to enhance business, entrepreneurial, and subject matter knowledge skills in the pharmaceutical industry by facilitating the development of effective industry-knowledge clusters involving companies and knowledge institutions. In addition, this intervention aims to promote dialogue and support linkages between private-sector pharmaceutical manufacturers and academic institutions to develop or improve academic programs that address the existing skills gap in the sector. To achieve this, a regional SADC Industrial Pharmacy Fellowship Program will be developed with the participation of universities, training institutions, and the private sector to jointly educate and train students in courses related to industrial pharmacy.

To date, a Technical working group has been created with representatives from each partner training institution, the private sector, the SADC Secretariat and other stakeholders. The technical working group regularly meets to discuss the Fellowship Programme's development. In addition, the stakeholders signed a memorandum of understanding (MoU) to collaborate at the margins of the SADC University of Transformation Vice Chancellors meeting held in Johannesburg in January 2023. Furthermore, it is envisaged that a follow-up Memorandum of Agreement (MoA) signing will take place at the margins of the SADC Ministers Meeting of Ministers of Higher Education and Training in the Democratic Republic of Congo in June 2023.

The objective of these terms of references is to conduct a needs assessment for the fellowship programme.

Tasks to be performed by contractor

The overall objective of the contractor is to conduct a needs assessment for the SADC Industrial Pharmacy Fellowship Program (IPFP) in coordination with the Joint Action SIPS and the respective stakeholders.

The contractor will undertake the following activities:

1) Needs Assessment:

The aim of the needs assessment is to understand the gap between the expectations from the private sector in industrial pharmacy and the current capabilities of the academic and TVET institutions who intend to participate in the SADC fellowship. The needs assessment should also consider the perspectives of the national regulatory agencies, students, and other relevant stakeholders. Specific activities for the needs assessment will be as follows,

- Design a needs assessment questionnaire for identified pharmaceutical manufacturing companies, identified academic and TVET institutions and other relevant stakeholders (e.g. National Regulatory Authorities) to identify missing gaps between the various curricula of the current courses provided and the skills needed in the private sector. The needs assessment should build on the existing report skills audit report which will be provided by the Joint Action SIPS team. After the design, the questionnaire and data collection plan need to be validated by the GIZ SIPS team and the M&E (Monitoring & Evaluation) Specialist.
- Carry out field research by interviewing all identified stakeholders and conferring with the working group. Joint Action SIPS will support the organisation of the meetings with the stakeholders.
- Design and conduct a skills assessment for staff at the Partner Training Institutions participating in the fellowship programme.
- Analyse data and present the data to the working group for discussion and validation. The data will be presented in an online workshop using the Joint Action SIPS Microsoft Teams platform.
- Prepare a needs assessment report with incorporated comments from the working group.

- Provide a staff assessment plan with recommendations for staff development.
- 2) The company will be expected to participate in online meetings with relevant stakeholders occasionally.

3) Reporting:

The company shall provide the following reports:

- i. An inception report which outlines the plan and resources used to complete this assignment.
- ii. Needs Assessment report
 1. The fellowship program needs assessment.
 2. The staff assessment and recommendations.

Deadlines and Deliverables:

Tasks	Deliverables	Maximum Number of days	Deadline	Comments
Inception	Kick-off meeting	1	When contract starts	The SIPS team will organise the Meeting.
	Inception Report	5	1 week after contract starts	
Technical Working Group Meetings		4 ¹	Weekly meetings	Minute taker will record attendance
Needs Assessment	Needs assessment questionnaire	1		
	Staff development questionnaire	1		
	Needs assessment and Stakeholder Validation workshop	20		The workshop will be 1 day. The other expert days are for data collection and analysis in preparation for the workshop
	Needs Assessment Report	10		
	Staff Assessment Report	10		
Total number of days		52		The team leader will designate tasks accordingly. days which may be used according to the

¹ Assumption used 2 hours of meetings weekly (a maximum of 16 meetings).

			discretion of the contractor.
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Locations of workshops²

Workshop	Location	Number of days of workshop	Tentative date
Needs Assessment Stakeholder Validation workshop	Online	1	Dates flexible

Note: Bids/Proposals that exceed the total number of assignment days will be disqualified.

Period of assignment: from the anticipated start date is October – November 2023.

2. Concept

In the tender, the tenderer must show *how* the objectives defined in Chapter **Error! Reference source not found.** (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 **Error! Reference source not found.** 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

² Subject to change and availability of technical working group.

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.

Details about backstopping

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 3.3.1 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

3. Personnel concept

The Company is required to provide personnel who are suited to filling the positions described, based on their CVs (see Chapter 5), 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.

4.1 Team leader

Tasks of the team leader

- Overall responsibility for the project of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project and backstopping of the project.
- Develop the Implementation plan.
- Personnel management, in particular, identifying the need for short-term assignments within the available budget.
- Regular reporting following deadlines

Qualifications of the team leader

General qualifications (2.1.1)

University qualification (first degree/master's) in education, pharmacy/ biomedical sciences, education or a related field

Language skills (2.1.2)

C1 level of English language skills required

Swahili language skills are an advantage, but will not lead to additional points

General Professional experience (2.1.3)

10 years' experience in curriculum development or implementation of university programmes and fellowship programmes. Private sector and value chain experience is an advantage but will not lead to addition points

Specific professional Experience (2.1.4)

- Demonstrated knowledge of conducting needs analysis and curriculum development for higher education institutions. (5 points) (please provide 1 reference project)
- Demonstrated record in capacity development in a public or private sector context; experience in facilitating multi-stakeholder processes (5 points) (please provide 1 reference project)

Leadership / Management Experience (2.1.5)

2 years' experience steering a diverse team of experts

Experience in the region/knowledge (2.1.6)

- 2 years of experience in Africa/ SADC (5 points),
- 1 reference project working in either South Africa, Tanzania or Zambia (5 points)

Development Cooperation Experience (2.1.7)

Demonstrated professional experience with regional/ international (industry) development organisations (e.g. UNIDO, GIZ, SIDA, AFD, USAID) or working with regional inter-governmental communities such as SADC, ECOWAS, EAC) or regional university associations (please provide 1 project reference)

4.2 Key expert 1

Tasks of key expert 1

- Contribute to Technical Working Group Meetings and if required.
- Support the development of the needs assessment.

Qualifications of key expert 1

General Qualification (2.2.1)

University qualification (first degree/master's) in Economics, Pharmacy, Education or a relevant related field

Language skills (2.2.2)

C1 level of English language skills required

Swahili language skills are an advantage, but will not lead to additional points

General professional experience (2.2.3)

5 years' experience in curriculum development, development and implementation of university programmes and fellowship programmes. Private sector and value chain experience is an advantage but will not lead to additional points

Specific professional experience (2.2.4)

- Demonstrated experience in strategy design and development of business / strategy plans. (5 points) (please provide 1 reference project)

- Experience working with higher education institutions (please provide 1 reference project) (2 points)
- Demonstrated experience in capacity development in a public or private sector context or experience in facilitating multi-stakeholder processes (2 points) (please provide 1 reference project)
- Demonstrated experience drafting project reports in the development sector (please provide 1 project reference) (1 point)

Experience in the region/knowledge (2.2.6)

2 years' professional experience in Africa/ SADC

Development Cooperation Experience (2.2.7)

Demonstrated professional experience with regional/ international (industry) development organisations (e.g. UNIDO, GIZ, SIDA, AFD, USAID) or working with regional inter-governmental communities such as SADC, ECOWAS, EAC) or regional university associations such as SARUA (please provide 1 project reference)

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

4.3 Short-term expert pool of 2 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

Tasks of the short-term expert pool

- Conduct desk reviews on topics such as (1) needs assessment, (2) support on any tasks as recommended by the task team leader

Qualifications of the short-term expert pool

University qualification (2.6.1)

2 expert (first degree/master's) in Education, Industrial Pharmacy, Pharmaceutics, Pharmaceutical Science/ Technology or Biomedical Sciences from a recognised institution

Language skills (2.6.2)

All experts must have C1-level language proficiency in English. Knowledge of Swahili will be an added advantage, but will not lead to additional points

General professional experience (2.6.3)

1 experts with 3 years of professional experience in the academia and or curriculum development sector or business development.

Specific professional experience (2.6.4)

All experts with 3 years of professional experience in, planning, programme development, coordination and implementation

Regional experience (2.6.5)

1 experts must have demonstrated experience working in the SADC region (please provide 1 project reference)

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

The maximum number of CV's that must be submitted is four (4) and must include one (1) Team Leader, one (1) Expert and a maximum short – term expert pool of two (2) members, If exceed 4 the bid will not be assessed.

4. 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

Note: Please calculate your financial tender based exactly on the parameters specified below. Each deviation will lead to the requalification of your offer to an alternative offer, which will be excluded and not considered in the evaluation.

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	22	10	Thereof a maximum 3 days in country of

				assignment (Zambia or Tanzania or South Africa)
Key expert 1	1	20	20	Thereof a maximum of 3 days in country of assignment (Zambia or Tanzania or South Africa)
Short-term expert pool	2	10	10 days in total for the pool	Thereof a maximum of 3 days in country of assignment (Zambia or Tanzania or South Africa). The team leader will designate the number of days per expert depending on the tasks assigned.

Travel expenses	Quantity	Price (EUR)	Total (EUR)	Comments
International flights	3	To be paid against evidence		3 return flights (1 experts x 3 assignments, 1 assignment per expert) to either Johannesburg South Africa, Lusaka Zambia or Moshi Tanzania to be reimbursed against evidence
CO ₂ compensation for air travel	3	70,00	210	A budget of EUR 840 is earmarked for settling carbon offsets, is already set in the price schedule and will be reimbursed against evidence
Per-diem allowance in country of assignment	15 days	Actual fee based on the travel cost guideline Johannesburg, EUR	510	3 experts x 5 days (3 days in country of assignment and 2 travel days) x 1 assignment per expert (to either Johannesburg South Africa, Lusaka Zambia or Moshi Tanzania) / as

		36 full day, EUR 24 for travel days Lusaka, EUR38 full day, EUR 25 travel day Moshi, EUR 44 full day, EUR 29 travel day		lump sum based on the Federal Travel Cost Guideline
Overnight allowance in country of assignment	9 days	To be paid against evidence Maximum rates Johannesb urg, EUR 129 Lusaka, EUR 105 Moshi, EUR 97	993	3 experts x 3 days in country of assignment x 1 assignments per expert to either Johannesburg South Africa, Lusaka Zambia or Moshi Tanzania. The lump sum will be paid against evidence.
Other travel related costs (example airport transfer via taxi/uber)	1	150,00	150,00	A budget of EUR 150,00 is earmarked for travel related costs, is already set in the price schedule and will be reimbursed against evidence
Other costs	Number	Price (EUR)	Total (EUR)	Comments
Visa etc.	3	74	222	A budget of EUR 222 is earmarked for other costs, is already set in the price schedule and will be reimbursed against evidence

5. 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 following 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 following Chapter 3 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 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