Terms of reference (ToR) for the procurement of services (ANNEX 1) Contract: 83423425

Project Title: Central Medical Stores (CMS) workshop facilitator and trainer

Contents

General information

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 as well as 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". This Private Sector Development Action is financed by the EU and the German Government. 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 anti-retroviral (ARV) value chain (VC), and to enhance the private sector participation in the regional leather value chain.

b. Context

The antiretroviral value chain is an important focal area given the impact of the HIV pandemic across the world, over 5 decades after it emerged as a major disease threat. The highest burden of HIV/AIDS resides within the African continent, particularly Sub-Saharan Africa, where approximately 67% of HIV-positive cases are found. Currently, effective antiretroviral therapies (ART) do not cure the infection but offer long-term remission and reduction in viral load. The majority of 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 ARV market information
iii. improve the manufacturing production and business operational efficiency,
iv. attain and maintain acceptable good manufacturing practice (GMP) standard
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.

Background of CMS procurement challenges in the SADC region

The SIPS inception phase conducted a detailed mapping analysis of the ARV value chain in the SADC region. Three routes to market ARVs in the SADC region were identified namely, donor, public market (government procurement), and private markets (insurance and out of pocket purchases). While the donor market is the largest, there are barriers to entry by local manufacturers in the region, whereas the private market predominately exists in South Africa and is highly competitive. Therefore, the public market presents an opportunity for regional value capture.

Central Medical Stores (CMS) are entities mandated to procure, warehouse and distribute pharmaceuticals such as ARVs in the public market. They are the backbone of public health

procurement models and are the custodian of the public market inventory and exist to replenish commodities for health facilities within a country.

Some CMS's in the SADC region have been characterised by inadequate performance in procurement process due to different challenges such as inadequate human resources in number and in skills, inadequate product forecasting, poor information management and sharing, procurement not based on consumption data, lack of clear procurement guidelines, and poor partner coordination and duplication of efforts. The procurement process is one key function of CMS that characterises the relationship between pharmaceutical manufacturers' (private sector) participation in the public market. Some key functions that ensure efficiency in the pharmaceutical procurement process include forecasting, quantification, supply planning, tender adjudication, supply performance system, engagement, and quality assurance.

The pharmaceutical procurement process is inherently complex because it involves the coordination of the Ministry of Health, funding sources, suppliers and manufacturers. In Low- and Middle-Income Countries (LMICs) as characterised in the SADC region, the process is often constrained by limited human resources, inadequate financing, and absence of information on prices and suppliers/manufacturers, lack of awareness of government and donor regulations, overlapping systems, and unsynchronised or outdated rules and guidelines. These constraints often contribute to pharmaceutical manufacturers' and suppliers' lacking access to procurement information, such as procurement plans and tender information. In addition, these constraints present an entry barrier for manufacturers to gauge business opportunities in the region and plan their operations efficiently with their technology partners.

There is a lack of transparent and reliable public procurement data for ARV manufacturers in some Member States in the SADC region, which impedes manufacturers from gauging business opportunities and planning their operations efficiently. In some cases, information such as national tender awards (i.e. winners, volumes and prices) and supplier performance in fulfilling the tenders which often are not publicly available. The lack of capacity to select, forecast, and quantify product requirements and to manage the procurement process by CMS's affects proper planning and participation of the private sector in local pharmaceutical manufacturing. Therefore, it is imperative to strengthen and empower CMS's procurement processes to ensure ease of access to procurement information by manufacturers and enable them to gauge business opportunities and plan operations efficiently.

The Joint Action SIPS team is organising a 2-day workshop for CMS officials from the SADC Member States to share experiences and enhance and empower procurement personnel on good governance. The workshop's objective is to train all regional CMS officials, share and exchange information on best practices of pharmaceutical procurement during the COVID-19 pandemic, and create a dialogue between the public and private sectors.

A consulting company in pharmaceutical procurement and supply chain management will be engaged to train and facilitate discussions between CMS officials on procurement best practices and challenges. In addition, the CMS officials will be trained on the following areas of interest;

1. Good governance and transparent procurement procedures
2. Quantification and forecasting
3. Regulations and guidelines specifics for the procurement of pharmaceuticals, including tender specifications
4. Prequalification/post-qualification of suppliers
5. Supplier performance management

The Joint Action SIPS aims to support Central Medical Stores in the SADC region who are the major buyers of ARVs in availing quality information to suppliers on their requirements and ensuring operational efficiencies as a way of ensuring that the private sector collaborates effectively with this segment of the market thereby enhancing the value chain. Findings from the inception phase of the ARV VC analysis revealed that there is a lack of market information data and working with Central Medical Stores on improving procurement processes is a step towards increasing market access by the private sector and enhancing internal processes of the Central Medical Stores.

c. GIZ shall hire a company with their presence in the SADC region that consists of 3 experts (1 facilitator and 2 trainers) for the anticipated contract term, from 09 January to 28 February 2023. The number of working days should be 10 days shared within the 3 experts

d. The company shall provide the following work/service:
   The overall objective of the consulting company is to provide training and facilitation services to CMS officials in the region on relevant supply chain topics as specified above and facilitate dialogue and the sharing of procurement best practices among the member states.

The objectives of the workshop are:

1. Share and discuss results from the questionnaire survey on procurement of pharmaceutical products, particularly ARVs
2. Share country and sub-regional experiences and lessons on best procurement practices during the COVID-19 pandemic.
3. Discuss issues to be considered to improve pharmaceutical product procurement and supply chain management.
4. Propose a regional framework for improving procurement and supply chain management of pharmaceutical products, particularly ARVs
5. Training on the electronic SADC Pooled Procurement Services (eSPPS) platform.

The company is expected to provide the following services:

1. Pre-Workshop work including:
   1.1. Preparation of content, materials, presentations, activities
   1.2. Preparation of workshop agenda, materials with GIZ SIPS according to suggested topics and include other related topics that seek to improve procurement practices to benefit the private sector
   1.3. Design and distribute a questionnaire survey to participants on procurement and supply chain management of pharmaceuticals in their country.

2. During workshop
   2.1. Conduct the facilitation of training of participants as per the workshop agenda for 2 days.
   2.2. The training approach should be the Training of Trainers (ToT) model to ensure that the participants will become workplace trainers.

3. Post-workshop
   3.1. Prepare summary report on the observations and next steps recommendations including identified constraints that might affect the implementation of changes.
   3.2. Support the Joint Action SIPS Team Monitoring and Evaluation (M&E) expert by preparing a M&E report of the activity

Tasks	Deliverables	Deadline	Comments
1. Pre-Workshop preparations	Enhanced workshop design with clear objectives, expected outputs, key questions and methodology (2-3 pages)	3 weeks after the contract has started	Workshop design and methodology approved by GIZ SIPS team
	Preparation of content, materials, presentations, activities	3 weeks after the contract has started	Training materials developed with GIZ SIPS team
	Distribution of the Survey questionnaire to participants (2-3 pages)	4 weeks after the contract has started	
During workshop	Conduct the training process as per the agenda	5 weeks after the contract has started	
Post workshop	Submit the proceedings and results of the Workshop report (5-10 pages)	7 weeks	
Monitoring and Evaluation	Submit a M&E report of the assignment	7 weeks	The Joint SIPS team M&E will provide a reporting template
Communications and Visibility event	Videos, pictures and communication material	7 weeks	Communication and visibility actions to be coordinated by GIZ SIPS M&E Coordinator

Period of assignment: from 09 January until 28 February 2023. The GIZ-SIPS Technical Team will call for other update meetings with the contractor where necessary to discuss the progress of the project.

The technical offer should not exceed five (5) pages, including interpretation of the assignment, work plan and proposed methodology/strategy (excluding CVs).

Tender requirements

1. Qualifications of proposed staff

1.1 Expert 1: Team Leader / Facilitator

1.1.1 General qualifications

University qualification (first degree/master's) in education, pharmacy/ biomedical sciences, business studies and/or supply chain management

Professional experience:

- Min 10 years' experience in pharmaceutical, supply chain management and working with procurement agents such as Central Medical Stores and/or private sector companies supplying government institutions
- Thorough knowledge and understanding of Procurement and Supply Management issues, preferably those pertaining to the implementation of Funders grants
- Experience of capacity-building and skills transfer
- Experience in designing and conducting needs assessments as well as training.
- Knowledge / relevant experience with donor institutions such as Global Fund and USAID and their supply chain medical and supply chain processes;
- Networking experience with Central Medical Stores, Ministry of Health and pharmaceutical suppliers in SADC member state/s.
- Proven record of accomplishment in capacity development in a public or private sector context; experience in facilitating multi-stakeholder processes.
- Ability to interact in diverse cultural and professional environments and to create good working relationships at local and international levels.
- Extensive experience in procurement and supply chain technical assistance in the development sector.

1.1.2 Experience in the region/knowledge

- Work experience in Africa/ SADC.
- Work 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

1.1.3 Language skills:

- Excellent business language skills in English required
- Knowledge of official SADC languages such as Portuguese, French and Swahili are an added advantage

1.2 Expert 2: Trainers x 2

1.2.1 General qualifications

University qualification (first degree/master's) in education, pharmacy/ biomedical sciences, business studies and/or supply chain management

Professional experience:

- Min 6 years' experience in the pharmaceutical, supply chain management and working with procurement agents such as Central Medical Stores and/or private sector companies supplying government institutions
- Thorough knowledge and understanding of Procurement and Supply Management issues in pharmaceuticals
- Experience of capacity-building and skills transfer
- Experience in designing and conducting needs assessments as well as training.
- Knowledge / relevant experience with donor institutions such as Global Fund and USAID and their supply chain medical and supply chain processes;
- Networking experience with Central Medical Stores, Ministry of Health and pharmaceutical suppliers
- Proven record of accomplishment in capacity development in a public or private sector context; experience in facilitating multi-stakeholder processes.
- Ability to interact in diverse cultural and professional environments and to create good working relationships at local and international levels.

1.2.2 Experience in the region/knowledge

- Work experience in Africa/ SADC.
- Work 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)

1.2.3 Language skills:

- Excellent business language skills in English required

- Knowledge of official SADC languages such as Portuguese, French and Swahili are an added advantage

2. Specification of inputs

Total number of 10 workdays shared by 3 experts

Fee days	**Number of experts**	**Number of experts' days**	**Comments**
• Preparation/debriefing	3	3	
• Implementation	3	7	
Travel expenses	**Number of experts**	**Number of days/nights per experts**	**Comments**
• Per-diem allowance in country of assignment	3	5	
• Overnight allowance in country of assignment	3	2 days in advance plus workshop days	Overnight allowance will be paid in accordance with GIZ travel guidelines
• Travel costs (train, private vehicle)	3	Depends on the workshop	Will be reimbursed in accordance with GIZ travel guidelines
Flights	**Number of experts**	**Number of flights per experts**	**Comments**
• Regional flights	3	3	Travel depends on the location of the expert and the workshop. This includes a return flight per workshop
• Domestic flights	n/a	n/a	
Other costs	**Number of experts**	**Amount per experts**	**Comments**
• Flexible remuneration	n/a	n/a	

3. Costing requirments

A fixed total travel budget of up to EUR 4,500.00 is available for the whole assignment. Please note that this fixed budget does not count towards the price quote, as it is the same for everyone.

As the locations of the business trips is not yet confirmed, the above-mentioned fixed, unalterable travel-expenses budget for all trips for all experts is specified in the price schedule. The fixed budget contains the following travel expenses:

- Economy flights, overland travel and other transport costs, ancillary travel costs (vaccination, visa etc.)
- Accommodation and daily subsistence (per diems).

The costs are reimbursed in accordance with the regulations of each responsible GIZ country office on submission of documentary proof (accommodation costs which exceed this up to an appropriate amount, the cost of flights and other forms of transport). All business travel must be agreed in advance by the officer responsible for the project. Travel expenses must be kept as low as possible and will be invoiced against provision of evidence.

Calculate your financial bid exactly *in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as* ***maximum amounts****. The regulations on pricing are contained in the price sheet.*

Note:
If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.), GIZ and the contractor are obliged to adjust their contractual services to reflect the changed circumstances on the basis of good faith; this may involve changes to the service delivery period, the services to be delivered and, if necessary, to the remuneration.