

Terms of reference (ToRs) for the procurement of services (Annex 1)

Contract 83433923



Provide oversight and advisory services during the development and implementation of the SADC Regional Industrial Pharmacy Fellowship	Project number/ cost centre: 17.2034.1-010.00
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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
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, over five decades after it emerged as a significant 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. 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 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 indispensable 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 agreement 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.

2. Tasks to be performed by the contractor

The contractor shall provide the following work/service:

The overall objective of the contractor is to provide oversight, facilitatory and advisory services and support coordination activities during the development and implementation of the SADC Industrial Pharmacy Fellowship.

The contractor will coordinate with the Joint Action SIPS Team and the respective stakeholders to ensure that the SADC Industrial Pharmacy Fellowship Program has a coherent operating model, governance structure, and programmatic focus and adheres to respective national qualification frameworks in the respective countries.

The Stakeholders in the project include universities and training institutions in South Africa, Zambia and Tanzania, as well as regional pharmaceutical manufacturing companies, regional associations and the SADC Secretariat.

The contractor will undertake the following activities:

1. Oversight:
 - 1.1. Participate in the Technical working group meetings (maximum of one, 2-hour meetings per week).
 - 1.2. Support strategy development activities and ensure they align with the respective training institutions' mission and policies and with the SADC University of Transformation (SUT) agenda.
 - a. Produce three (3) advisory notes (maximum three pages) on aligning the Fellowship programme with policies, SUT and other relevant stakeholders.
 - 1.3. Evaluate the developed Fellowship programme's effectiveness and appropriateness based on the needs gap analysis.
 - a. Review project proposals developed by an independent contractor and provide feedback in an appropriate format.
 - b. Organise an online meeting (max 3 hours) with relevant stakeholders and present findings on the Fellowship Programme's curriculum appropriateness to the gap analysis.
 - c. Summarise the consensus reached on the direction of the fellowship by stakeholders (max 3 pages)
 - 1.4. Review documentation prepared by other contractors supporting the development or implementation of the Fellowship program and provide comments and direction in an appropriate format. Documents anticipated to be reviewed: (1) Memorandum

of Agreement, (2) Needs Analysis report, (3) Project Proposal and Business Plan, (4) Proposed Curriculum.

2. Facilitation and Advisory Services:

2.1. Conduct desk reviews and prepare short presentations (1-hour max) for the Technical working group on topics not limited to but including (1) curriculum development, (2) accreditation and internationalisation processes in the respective SADC member states, (3) staff development initiatives, (4) quality assurance, (5) adopted university network model.

2.2. Facilitate the development and adoption of a common body of knowledge and the adoption of minimum standards and quality assurance framework for the Fellowship program in consultation with various stakeholders of the Fellowship Programme.

a. Provide a report (maximum of 25 pages). The report must list the common body of knowledge, minimum standards requirements and quality assurance framework

2.3. Facilitate the development and adoption of governance and management structures in consultation with the various stakeholders in the Fellowship Programme.

a. Produce a report (maximum 15 pages)

2.4. Identify any other relevant stakeholders, initiate contact and organise online meetings in consultation with the Technical working group, contractors and the Joint Action SIPS team.

2.5. Organise monthly advisory meetings (max 3 hours) with the Joint Action SIPS team and SADC Secretariat to provide technical status updates, highlight potential challenges and provide recommendations where necessary. The contractor must provide a record of the Meeting.

3. The conceptualisation of the fellowship programme:

3.1. Support the Joint Action SIPS team and other contractors supporting the development of the Fellowship programme to finalise the concept of the Fellowship programme.

a. Produce visual aids (flow charts) to conceptualise the various steps of the Fellowship programme development.

4. Support Coordination Activities

4.1. Support the Joint Action SIPS team or Fellowship programme stakeholders in preparing communication materials for other stakeholders, such as the Academic Senate of the Training partner institutions, SADC Ministerial Meetings or Authorities of Higher Education in the respective Partner Training Institutions.

4.2. Organise, Chair and record (taking minutes) technical working group meetings when the Joint Action SIPS team requests.

Deadlines and Deliverables:

Tasks	Deliverables	Maximum number of days	Deadline	Comments
Kick-off meeting	n/a	Up to 1	When contract starts	The SIPS team will organise the Meeting. It is expected that the Team lead and the Experts will participate.
Oversight Services	1. Participate in Technical working group meetings	Up to 8 days ¹	Weekly meetings	Minute taker will record attendance
	2. 3 x Advisory Notes	Up to 12 days	30 May, 30 August, and 1 November	The Joint Action SIPS team will provide feedback within two weeks
	3. Online Meeting to provide feedback on Fellowship Programmes effectiveness	Up to 2 days	Two weeks after the Curriculum and Learning objectives have been developed	
	4. Review of documentation	Up to 5 days	Two weeks after the document is shared	The Joint Action SIPS will consolidate the feedback and share it with consultants.
Facilitation and Advisory services	5. Online Presentations	Up to 5 days	Deadlines to be provided by the Technical working group	
	6. Report on the common body of knowledge required and Minimum standards and Quality assurance framework	Up to 15 days	30 April	The document will undergo two revisions by the Technical working group. Responses to feedback must be provided within one week.
	7. Document on the Fellowship governance and management structure	Up to 15 days	30 May	

¹ Assumption used 2 hours of meetings weekly (a maximum of 32 meetings).

	8. Identification of stakeholders and facilitating meetings	Up to 5 days		
	9. Advisory Meetings	Up to 4 days		Contractor to organise monthly meetings and provide a record of the Meeting.
The conceptualisation of the Fellowship Programme	10. Visual aids to conceptualise the Fellowship Programme	Up to 4 days		
Coordination of activities	11. Communication material for SADC Ministerial Meetings, Academic Senate and Accreditation authorities.	Up to 15 days	Deadline dependent on the requirements of the stakeholders	
	12. Facilitating Technical working group meetings	Days accounted for in deliverable 1		As and when requested by the Joint Action SIPS team
Backstopping		Up to 3 days		The Team Leader shall conduct back stopping

Period of assignment: from The anticipated start date is May until November 2023. The exact start date will be discussed during the contracting stage.

3. Concept

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

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

Technical-methodological concept

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

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

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

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

4. Personnel concept

The tenderer must provide personnel suited to filling the positions described based on their CVs.

4.1 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.
- Regular reporting following deadlines

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

Professional experience (2.1.3):

- Minimum of 10 years' experience in curriculum development and implementation of university programmes and fellowship programmes. Private sector and value chain experience is an advantage.
- A strong understanding of industrial practices and an understanding of the local business landscape in the following jurisdictions, South Africa, Tanzania or Zambia.

Specific Experience (2.1.4):

- Sound knowledge of quality assurance, accreditation and Internationalisation policies in higher education in Africa. Knowledge of and experience at least one of the following jurisdictions: South Africa, Tanzania and Zambia.
- Proven track record in capacity development in a public or private sector context; experience in facilitating multi-stakeholder processes.
- Cultural competence: Knowledge and an understanding of the cultural, economic, and policy environment in South Africa, Tanzania, or Zambia is required.
- Communication and interpersonal skills: Excellent written and verbal communication skills, as well as the ability to work effectively with a variety of stakeholders.
- Knowledgeable on university network models and SADC University of Transformation.
- Experience in working with and Knowledge of the SADC Secretariat Governance structure will be an added advantage;
- Extensive experience of Universities governance structures including experience in working with Universities Senate

Leadership / Management Experience(2.1.5):

- 5 years experience steering a diverse team of experts

Experience in the region/knowledge (2.1.6):

- Work experience in Africa/ SADC region.

Development Cooperation Experience (2.1.7):

- 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) or regional university associations such as SARUA.

4.2 Key expert 1

Tasks of key expert 1

- Contribute to Technical Working Group Meetings and if required to take records of the meetings
- Support the Joint Action SIPS team in conceptualising and shaping the SADC Fellowship programme.
- Facilitate the development and adoption of common body of knowledge and adoption of minimum standards and quality assurance framework for the Fellowship program.
- Provide advisory reports and participate in advisory meetings with the Joint Action SIPS.

Qualifications of key expert 1 (2.2.1)

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

Language skills (2.2.2):

- C1 level of English language skills required
- Swahili language skills are an advantage

Professional experience (2.2.3):

- Minimum 10 years' experience in curriculum development, development and implementation of university programmes and fellowship programmes. Private sector and value chain experience is an advantage.

Specific experience (2.2.4):

- Experience in strategy design and conceptualisation of design components.
- Knowledge / relevant experience with institutions providing in-service labour market skills for the pharmaceutical industry, preferably in Africa/ SADC;
- Networking experience with academic institutions, private sector actors and support programmes of other development partners.

- Proven track record in capacity development in a public or private sector context; experience in facilitating multi-stakeholder processes.
- Ability to interact in different cultural and professional environments and to create good working relationships at local and international levels.
- Extensive experience drafting project reports in the development sector.
- Knowledgeable on university network models.
- Experience in the development of education institutions governance structures and institutional quality assurance framework
- Proven understanding of national qualifications framework intricacies in the SADC Region

Leadership/Management Experience (2.2.5)

- Not Applicable

Experience in the region/knowledge (2.2.6)

- Work experience in Africa/ SADC region.

Experience in the region/knowledge (2.2.7)

- 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) or regional university associations such as SARUA.

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 with minimum 2, members and maximum of 5 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) curriculum development, (2) accreditation and internationalisation processes in the respective SADC member states, (3) staff development initiatives, (4) quality assurance frameworks, (5) university network model and prepare presentations according to the level of expertise.
- Support on any tasks as recommended by the task team leader.

Qualifications of the short-term expert pool

- University qualification (2.6.1) (first degree/master's) in Education, Industrial Economics or any other Social Sciences from a recognised institution.

- Language (2.6.2): Experts must have C1-level language proficiency in English. Knowledge of Swahili will be an added advantage.
- General professional experience (2.6.3): experts with 10 years of professional experience in the academia and or policy development and or curriculum development sector.
- Specific professional experience (2.6.4): Experts with 5 years of professional experience in, planning, programme development, coordination and implementation.
- Regional experience (2.6.5): Experts must have demonstrated experience working in the SADC region.

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

The maximum number of CV's that can be submitted is seven (7) and must include one (1) Team Leader, one (1) Expert and a maximum short – term expert pool of five (5) members.

The CV may follow the Europass format however, any other CV formats are acceptable.

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 GIZ country table. See Annex 3 for the financial form.

Accommodation costs should be at a reasonable amount and the cost of flights should be economy class 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.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader	1	3	Up to 3	Days for the Team leader for backstopping.
Preparation/debriefing	2	0.5	Up to 1	The Team lead and Key Expert are expected to participate in preparation and briefing meetings

Oversight Services	-	See comments	Up to 27	The maximum number of days is 27 The team leader will designate the number of days per expert depending on the tasks assigned.
Facilitation and Advisory Services	-	See comments	Up to 44	The team leader will designate the number of days per expert depending on the tasks assigned. The overall total number of days is 44 which may be used according to the discretion of the contractor
Conceptualisation	-	See comments	Up to 4	The overall total number of days is 4 which may be used according to the discretion of the contractor The team leader will designate the number of days per expert depending on the tasks assigned.
Coordination	-	See comments	Up to 15	The overall total number of days is 15 which may be used according to the discretion of the contractor The team leader will designate the number of days per expert depending on the tasks assigned.
Maximum number of days			Upto 94	

6. 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 technical offer **must not exceed 8 pages** (excluding CVs). If 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 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. 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.

7. Annexes

- Technical Assessment grid (ANNEX 2)
- The Joint Action SIPS antiretroviral value chain inception report (ANNEX 5)
- The SADC Industrial Pharmacy Fellowship Programme concept note (ANNEX 6)
- Financial Form (ANNEX 3)
- General Terms and Conditions of Contract for supplying services and work (ANNEX 4)