

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

CONFIDENTIAL

Promotion of Ghana-Europe B2B linkages in pharmaceutical manufacturing	Project number/ cost centre: 23.2260.0-001.00
---	--

0.	List of abbreviations	2
1.	Context.....	3
2.	Tasks to be performed by the contractor	3
Concept.....		5
Technical-methodological concept		5
Project management of the contractor (1.6)		6
Further requirements (1.7).....		6
3.	Personnel concept.....	6
Team leader		6
Short-term expert pool 1: B2B consultants (2 members)		7
Short-term expert pool 2: Project management and communications consultants (3 members).....		7
4.	Costing requirements	8
Assignment of personnel and travel expenses		8
Sustainability aspects for travel		8
Workshops, events and trainings.....		12
5.	Inputs of GIZ or other actors.....	12
6.	Requirements on the format of the tender	12
7.	Option	12
8.	Outsourced processing of personal data	13
9.	Annexes	13

0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
B2B	Business-to-business
EU	European Union
MAV+	Team Europe Initiative on Manufacturing and Access to Vaccines, Medicines and Health Technologies in Africa
SMEs	Small and medium enterprises
ToR	Terms of reference

1. Context

Access to affordable and high-quality vaccines and medicines is fundamental to ensuring the well-being of any population. Today, Ghana imports 70 % of the pharmaceutical products and 100 % of its vaccines needs. As in many African nations, this reliance on imported pharmaceutical products is straining both the economy and public health security. The COVID-19 pandemic underscored the vulnerabilities inherent in this dependency, highlighting the importance for self-reliance and resilient healthcare systems.

Ghana is embarking on an ambitious initiative aimed at enhancing local manufacturing capacities for vaccines and medicines to foster availability and accessibility. The pharmaceutical sector has been identified as an anchor industry for Ghana's industrial transformation and the creation of decent jobs.

Building on this momentum, the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) are co-financing the programme “Strengthening the Ghanaian Pharmaceutical Sector with a Focus on Vaccine Production” (PharmaVax Ghana) as part of the Team Europe Initiative on Manufacturing and Access to Vaccines, Medicines and Health Technologies in Africa (MAV+). GIZ is the implementing agency for this €33 million technical cooperation programme running from July 2024 to March 2028.

The programme's specific objective is to ensure that the public and private ecosystems of Ghana's pharmaceutical industry contribute to more competitive local manufacturing of pharmaceutical products. Within this ecosystem approach, the programme works on strengthening key enablers for efficient and sustainable vaccine and pharmaceutical manufacturing in Ghana. In particular, it focuses on four key result areas: (1) improving the capacities of public actors for governance and regulation of pharmaceutical production, (2) supporting skills development for pharmaceutical workforce, (3) promoting applied research and development through cooperation of the pharmaceutical industry and research institutions, and (4) private sector development to strengthen manufacturers' production capacities and market access.

As part of the programme's private sector development component, GIZ is seeking the services of a Ghana-based contractor to identify, facilitate and support Business-to-Business (B2B) networks and partnerships between Ghanaian pharmaceutical manufacturers and German and other European companies, in particular small and medium enterprises (SMEs) active in the pharmaceutical manufacturing sector (manufacturers, equipment and technology providers, consulting firms etc.).

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services (in close consultation with GIZ and other stakeholders of the PharmaVax Ghana programme to avoid duplications):

1. Identify and consult relevant private and public sector stakeholder in Ghana and Europe to produce a detailed **implementation concept and plan** to be described in an inception report (max. 10 pages plus implementation plan as an annex). This should consider the following activities, to be adapted if needed based on the findings of the inception phase.
2. **Identify German and other European companies**, in particular SMEs, potentially interested in B2B partnerships in the Ghanaian pharmaceutical manufacturing sector (including manufacturers, equipment and technology providers, consulting firms etc.;

this can include related fields such as plant-based medicines, cosmetics and personal care, food supplements etc.). Apart from the structured interactions described below, the contractor should also follow up bilaterally with interested European companies to support matchmaking, including through a business exploration trip to Europe (for 1 expert). The contractor shall also advise the European and Ghanaian companies on B2B project development.

3. Organise two **virtual information events (webinars)** to inform German and European SMEs about Ghana's pharma sector and highlight partnership and investment opportunities and create interest e.g. in delegation trips
4. Create at least two **promotion products** on the Ghanaian pharmaceutical manufacturing sector for potential international investors/partners, e.g. videos, brochures, in partnership with PMAG, the Ministry of Trade, Agribusiness and Industry and the Ghana Investment Promotion Centre.
5. Organise one **delegation trip of German/European SMEs to Ghana** to create B2B networking opportunities with Ghanaian pharmaceutical manufacturers. These visits should include e.g. B2B meetings, company visits, networking events.
6. Organise one additional **international B2B networking event in Ghana** targeting Ghanaian and German/European companies (meeting, conference/side event, industry dinner, reception etc. (max. 100 participants).
7. Support the organization of one **delegation trip of Ghanaian pharmaceutical manufacturers to Germany/Europe** to visit pharmaceutical manufacturing and technology companies for exposure and networking, ideally **in combination with attendance of international industry events** (fairs/conferences such as CPHI) and support Ghanaian participants (max. 15 per trip) in effective preparation for international trips. Please note: The travel costs for the Ghanaian delegation members will be covered separately by GIZ in a cost-sharing arrangement with the employers; the contractor will cover up to 2 experts to accompany the delegation.
8. Explore interest in facilitating and supporting technical **peer learning and knowledge transfer between Ghanaian pharmaceutical manufacturing companies and German/European industry**. This could include, e.g., rotations of Ghanaian personnel at German/European companies or placements of German/European managers/staff (or retired staff) at companies in Ghana. This requires the development of options and a concept with stakeholders and then support for its implementation as well as compiling experiences and lessons learnt. The contractor shall also consider and explore synergies with existing programmes such as Afrika Kommt and Senior Expert Service. Please note: In case of travels of Ghanaian industry staff to Europe, this will be covered separately by GIZ, potentially in a cost-sharing agreement with the sending and host companies. The contractor shall budget travel costs for one (1) European based industry staff or retired expert to travel to Ghana as an international volunteer (travel expenses paid) for piloting peer exchanges.

Additionally, the contractor shall ensure gender equity in its activities, e.g. as far as possible balanced participation in delegation trips, on panels, promotion materials.

The contractor also performs the following project management services:

- The contractor is responsible for selecting, preparing, and steering the 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 terms and conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Certain milestones, as laid out in the table below, are to be achieved during the contract term. This planning is indicative and to be adjusted in the inception plan and afterwards if needed, in consultation with GIZ.

Milestones	Deadline
Inception plan (including implementation plan) agreed	1 month after the start of the contract
First virtual information event realised	2 months after the start of the contract
First promotion product created	3 months after the start of the contract
Concept for technical peer learning and knowledge transfer developed	6 months after the start of the contract
Second virtual information event realised	7 months after the start of the contract
Delegation trip to Ghana realised	8 months after the start of the contract
B2B event in Ghana realised	8 months after the start of the contract
Delegation trip to Europe supported	12 months after the start of the contract
Peer exchange pilot supported	14 months after the start of the contract
Second promotion product created	16 months after the start of the contract
Final report including lessons learnt and recommendations	18 months after the start of the contract

Period of assignment: 18 months

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. This includes coordination with the GIZ project (1.6.1) and the personnel assignment plan (1.6.2).

Further requirements (1.7)

The tenderer is required to explain its approach to promote gender equality through the assignment.

3. 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)
- Leading high-level engagements with German/European companies as well as Ghanaian companies and government stakeholders
- Providing strategic advice to GIZ regarding the assignment and alignment with the overall B2B strategy of the programme
- 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): university degree (Master's level or equivalent) in business administration
- Language (2.1.2): C1-level language proficiency in English (7 out of 10 points); C1-level language proficiency in German (3 out of 10 points);

- General professional experience (2.1.3): 20 years of professional experience in the international business and economic development sector
- Specific professional experience (2.1.4): 15 years in roles at a chamber of commerce or international industry associations
- Leadership/management experience (2.1.5): 15 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of professional experience in Sub Saharan Africa (region), of which 4 in Ghana (country)
- Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects
- Other (2.1.8): not applicable

Short-term expert pool 1: B2B consultants (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 (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool 1

- Technical responsibility for the B2B activities outlined in Chapter 2, e.g. identifying and matching companies, preparing and realising B2B events and travels

Qualifications of the short-term expert pool 1

- Education/training (2.6.1): 2 experts with university qualification (Master's level or equivalent) in Development Finance, Business Administration, or a related field
- Language (2.1.2): 2 experts with C1-level language proficiency in English (8 out of 10 points); 1 expert with C1-level language proficiency in German (2 out of 10 points)
- General professional experience (2.6.3): 2 experts with 10 years of professional experience in private sector development
- Specific professional experience (2.6.4): 2 experts with 10 years of professional experience in investment promotion, and/or bilateral business facilitation between Ghana and Europe
- Regional experience (2.6.5): 2 experts with 10 years of professional experience in Ghana
- Development cooperation (DC) experience (2.6.6): Not applicable
- Other (2.6.7): Not applicable

Short-term expert pool 2: Project management and communications consultants (3 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 2

- Project management and administrative responsibility for the activities outlined in Chapter 2 (organizing activities, events, travel, monitoring etc.)
- Responsibility for communications related activities outlined in Chapter 2 (event communications, promotion materials/videos, general public relations etc.)

Qualifications of the short-term expert pool 2

- Education/training (2.7.1): 2 experts with university qualification (Master's level or equivalent) in Finance and/or Business Administration (7 out of 10 points) and 1 expert with diploma or certificate-level qualification in Information Technology and/or Graphic Design (3 out of 10 points)
- Language (2.7.2): 3 experts with C1-level language proficiency in English
- General professional experience (2.7.3): 3 experts with 5 years of professional experience in private sector development and/or international collaboration
- Specific professional experience (2.7.4): 2 experts with 5 years of professional experience in Project Management and/or Business Development (7 out of 10 points) and 1 expert with 5 years of professional experience in media and (digital) communications (3 out of 10 points)
- Regional experience (2.7.5): 3 experts with 5 years of professional experience in Ghana
- Development cooperation (DC) experience (2.7.6): Not applicable
- Other (2.7.7): Not applicable

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

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

4. 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 2024/2025 \(GERMAN ONLY\)](#)).

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
Team Leader	1	88	8	
Expert Pool 1	2	61	122	
Expert Pool 2	3	12.33	37	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance during travel from Ghana to Germany/Europe (experts)	3	7	21	
Per-diem allowance during travel from Germany/Europe to Ghana (international volunteer)	1	14	14	
Overnight allowance in Germany/Europe (experts)	3	7	21	<p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>

				<p>Overnight stays in Germany (deviation from the travel expense regulations):</p> <p>Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Overnight allowance in Ghana (international volunteer)	1	14	14	<p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Transport	Quantity	Number per expert	Total	Comments
International flights Ghana-Germany or other European country (return, economy class, experts)	3	1	3	Travel of experts for business exploration and delegation/conference trips to Germany or another European country. Reimbursed against evidence.
International flights Germany or other European country to Ghana (return, business class, international volunteer)	1	1	1	Travel of international volunteer to Ghana for peer exchange. Reimbursed against evidence.
CO₂ compensation for air travel	4	1	3,000 GHC	A fixed budget of GHC 3,000 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) <ul style="list-style-type: none"> Transport during delegation/conference trips 	3	1	4	Reimbursed against evidence.

to Germany/Europe) - experts				Note: Transport within Greater Accra for experts is at the expense of the contractor.
Travel expenses (ride hailing, taxi) <ul style="list-style-type: none"> Transport within Greater Accra during stay in Ghana – international volunteer 	1	14	14	Reimbursed against evidence.
Travel expenses (bus hire) <ul style="list-style-type: none"> Hire of bus for transportation of delegation during stay in Accra 	2	1	2	Reimbursed against evidence.
Other travel expenses	3	1	3	Visa costs Reimbursed against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	42,000 GHC	42,000 GHC	A budget of GHC 42,000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops/events/trainings (see also below)	1	105,000 GHC	105,000 GHC	The budget contains the following costs venue, catering, accommodation, event management including press management, audiovisual and other technical services, other costs relating to the workshops/events/trainings. Reimbursed against evidence.
Subcontracts: videography, photography, graphic design, printing services, media and communications	1	31,500 GHC	31,500 GHC	The budget contains the following costs: videography and photography services, graphic design services and printing for the promotion products as well as printing of materials for events and delegation trips, media and communications management as per Chapter 2. Reimbursed against evidence.
Procurement of materials and equipment	0	0	0	Not applicable.

				The contractor must provide the necessary IT equipment for its experts.
Local contributions	0	0	0	Not applicable.
Other costs	0	0	0	Not applicable

Workshops, events and trainings

The contractor implements the following workshops/study trips/trainings (for more details see also Chapter 2). This includes the following costs: venue, catering, accommodation, event management including press management, audiovisual and other technical services, other costs relating to the workshops/events/trainings.

- One B2B international networking events in Ghana (1 day, max. 100 participants)
- Events/meetings/evening reception (max. 100 participants) during week-long delegation trips from Germany/Europe to Ghana
- As needed, smaller working sessions and stakeholders workshops on the other activities such as promotion materials, market research, B2B project development, placement and rotation programmes, preparatory meetings for delegation trip to Germany/Europe

5. Inputs of GIZ or other actors

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

- Travel costs for Ghanaian partners from/to Europe as per Chapter 2

6. Requirements on the format of the tender

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

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

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

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

7. Option

Not applicable

8. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

9. Annexes

Not applicable