

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

CONFIDENTIAL

Scoping Study on promising Blue Finance Instruments in the three Benguela Current Countries Angola, Namibia and South-Africa	Project number/ cost centre: G-012229-307
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BBCA	Blue Benguela Current Action
BCC	Benguela Current Convention
BCLME	Benguela Current Large Marine Ecosystem
EAF	Ecosystem Approach to Fisheries Management
FK	Expert
FKT	Expert days
KZFK	Short-term expert
MPA	Marine Protected Area
OECD	Other Effective area-based Conservation Measures
SADC	Southern African Development Community
ToRs	Terms of reference

1. Context

The Benguela Current Large Marine Ecosystem (BCLME) is situated along the coast of south-western Africa, stretching from east of the Cape of Good Hope in South Africa along the Namibian coast towards the Angola Front. As one of the world's four major coastal upwelling ecosystems it is a key centre of marine biodiversity, delivering a broad range of socio-economic benefits to the adjoining nations and communities. It is one of the most productive Large Marine Ecosystems and fishing plays hence an important role in the provision of food and nutrition, especially to the coastal people of the BCLME.

The three BCLME countries recognise the importance of conserving and improving marine and coastal biodiversity to enhance the region's climate resilience and to support diverse opportunities for improving livelihoods and food security in line with regional governance policies of the Southern African Development Community (SADC). The BCLME countries have all committed to implementing the Ecosystem Approach to Fisheries (EAF) Management, which implies that fisheries management is extended from the single-species approach to the entire marine ecosystem.

The BCLME is facing significant environmental degradation causing a decline in biodiversity and the health of marine habitats, threatening the sustainability of the ecosystem and the livelihoods dependent on it. Declining fish stocks and alien invasive species hurt the fisheries sector, reducing catches and threatening food security for local communities. The tourism sector, reliant on the region's biodiversity and pristine environments, also suffers economically. Socially, coastal communities dependent on fishing and tourism face increased poverty and instability. The loss of biodiversity and ecosystem degradation diminishes the region's resilience to environmental changes, complicating recovery efforts.

Despite these challenges, opportunities exist to enhance BCLME sustainability, and the Blue Benguela Current Action (BBCA) project is working on these with the overall objective to contribute to an inclusive and sustainable Blue Economy in the BCLME based on integrated conservation and sustainable use of the region's marine and coastal biodiversity and the associated ecosystem goods and services for the benefit of diverse social groups. Opportunities to enhance the BCLME are, among others, strengthening fisheries management, improving pollution control, and restoring degraded habitats. Innovative financing mechanisms can fund these initiatives and the goal of this scoping study, is to identify suitable mechanisms for the BCLME.

Specifically, the aim is to identify and afterwards also develop innovative financing solutions to support MPAs and/or OECMs for the conservation and sustainable management of marine resources and biodiversity. This scoping study is further intended to provide advice on how to identify realistic and appropriate MPA/OECM funding mechanisms to ensure the management of marine resources in and around MPAs and OECMs in the long term. A key element of this study is therefore on potential mechanisms and to leverage support for their introduction. It is assumed that financial resources can be mobilized from different sources (international, domestic, public, private) and that stakeholders will engage in preparing proposals to leverage resources and introduce innovative financial mechanisms for MPAs/OECMs.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Bring together a qualified team with expertise on marine conservation, blue finance, policy and legislation on financial matters, and innovative finance instruments in all three countries – specific structure to be proposed by contractor
- The main product of this contract is a scoping study. This product should be delivered on a step-by-step basis with regular consultation and feedback loops with the GIZ team. Specifically, the following steps or **structure** should be planned into the delivery of the product
 1. After a kick-off event to clarify the terms and answer any possible questions, the contractor **creates a timeline for the delivery of the product** and submits it for feedback to GIZ; 1 round of adaptations / comments should be considered
 2. Thereafter, the contractor, who has assembled an adequate team to conduct the scoping study, will deliver or present a **rough first outline** of the study concept including a research plan for the situation or needs analysis; 2 feedback rounds with the commissioner are considered and planned into the timeline
 3. Then, a **first draft of the study** including all parts possible as a desk study as well as a research proposal for the analysis and details on the methodology is submitted for review with the commissioner; 3 rounds of feedback are possible for this part (incl. feedback from possible GIZ partners – as required – ensuring the product is clearly marked as draft and not shared publicly)
 4. For conducting the research in country, GIZ should be given the **list of selected interviewees** whether for a survey or focus group interviews or individual expert interviews – equal gender representation as well as a balance in terms of amount and level (seniority, political) of participants between the three countries must be observed for this step
 5. Finally, a **close to final version of the scoping study** is shared with GIZ; including 2 rounds of comments / revisions (one from GIZ partners)
- The main product of this contract is to conduct a scoping study on financial mechanisms for marine conservation within Angola, Namibia, and South Africa, including the following chapters and answering the following questions:
 1. **Overview of existing financial mechanisms for financing marine conservation measures**, such as MPAs and/or OECMs and/or other conservation approaches (only applicable to the Benguela region)
 - That overview must be country and/or region specific in addition, it can, for purposes of explaining different financing options or mechanisms, also include examples from other comparable coastal countries
 - What financing mechanisms already exist or are or were utilized surrounding the conservation of the Benguela Current and its rich ecosystem? Include volume, duration, and reflect on sustainability considerations regarding contribution to conservation as well as financial longevity.¹
 - Are there financing mechanisms which are considered successful with a focus on terrestrial conservation and could be applied to the marine environment as well?

¹ There is no need to repeat what other literature has already done repeatedly – to capture the entire landscape of existing funding and development projects – only focus on those with a focus on marine conservation and the Benguela Current.

2. **Overview of relevant policies and legislation in each country** affecting viability, feasibility and longevity of financing mechanisms within the region
 - The goal with this chapter should be to highlight the link between policy and instruments, or describe it in the priority list: e.g. which instrument takes which amount of time, requires which actor and what to ensure that whichever mechanism will be piloted, its feasibility is ensured (possibly also because it has already been done successfully), as the instruments are known, but specify how realistic their implementation, costs, revenues, etc. are, should be listed.
 3. Include a **situation and/or needs analysis on funding gaps for marine conservation** in the three countries – in other words, what type of funds and for whom are generally lacking or insufficient to ensure long-term sustainability of conservation efforts in the region?
 - Any proposed financing mechanism should be able to address these identified needs
 - Consider conducting a survey or focus group or expert interviews as analysis to discover and thoroughly analyze each country's needs
 4. A **recommendation** should follow which combines the findings of the needs / situation analysis with the insights from the previous two chapters
 - Based on the findings, which financial instruments are showing the most promise for long-term and sustainable financing of marine conservation measures in each country? What are their respective advantages and disadvantages? How can development cooperation or potential other donors support these instruments that show the most promise?
 5. Lastly, the **conclusion** may summarize the main insights from this scoping study and if applicable suggest further areas of study / research regarding the topic and the region.
- Present the results of the scoping study, focusing particularly on the recommendation section, in a workshop to selected participants (tbd) who will decide, based on the presentation, which instrument to pilot with an initial investment in one of the three countries
 1. To remain unbiased in this selection procedure, the contractor is to ensure adequate representation from all three countries during the presentation as well as during the work of the scoping study
 2. The presentation must be comprehensive, not assuming extensive prior knowledge of marine conservation financing mechanisms, and focus on the factual feasibility consideration of all available financing options in all three countries
 - The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
 - The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
 - The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception Report
- Contributions to reports to GIZ's commissioning party

- Brief quarterly or half-yearly reports on the implementation status of the project

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

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off Meeting	Week 28 2026
Timeline submitted by contractor	Week 30 2026
Timeline approved by GIZ	Week 31 2026
Outline of study and research concept submitted	Week 32 2026
Outline of study and research concept approved by GIZ	Week 33 2026
First draft of study submitted	Week 38 2026
First draft consolidated and approved by GIZ	Week 40 2026
Research plan/ list of interviewees submitted	Week 42 2026
Research plan/ list of interviewees approved by GIZ	Week 44 2026
Complete scoping study submitted	Week 50 2026
Final scoping study approved by GIZ	Week 03 2027
Presentation of findings / recommendations has taken place	Week 04 2027

Period of assignment: from **July 2026 until 31. January 2027.**

3. Concept

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

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

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1).

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 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.

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.

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

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 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

Further requirements (1.7)

Gender-sensitive approach: The contractor should follow a gender-sensitive approach, e.g. when conducting interviews, consideration of priority instruments beneficiaries.

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating with Experts 1 and 2 for the development of the project roadmap (see tasks above) 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 (German ‘Diplom’/Master) in Environmental Economics/ business administration/ Marine Science or another related field
- Language (2.1.2): C1-level language proficiency in English and B2-level in Portuguese.
- General professional experience (2.1.3): 10 years of professional experience in the Sustainable Finance sector
- Specific professional experience (2.1.4): 2 years in Sustainable Blue Economy Topics
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in BCC countries (region)
- Other (2.1.8): experience in financial management of governmental entities

Key expert 1

Tasks of key expert 1

- Lead background research/ desk study

Qualifications of key expert 1

- Education/training (2.2.1): university degree in Economics, Business Administration or related field
- Language (2.2.2): C1 -level language proficiency in English and B2 level in Portuguese
- General professional experience (2.2.3): 5 years of professional experience in the sustainable finance sector
- Specific professional experience (2.2.4): 2 years of experience in green/ blue conservation finance
- Regional experience (2.2.6): 5 years of experience in BCC countries

Key expert 2

Tasks of key expert

- Conceptualize and lead meetings; i.e. workshops and focus group/ expert interviews

Qualifications of key expert 2

- Education/training (2.2.1): university degree in Economics, Business Administration or Social Science/ related fields
- Language (2.2.2): C1 -level language proficiency in English and B2 level in Portuguese or vice versa
- General professional experience (2.2.3): 5 years of professional experience with sustainable finance, conservation planning or related fields
- Specific professional experience (2.2.4): experience with SMEs or smallholders in fishing or farming
- Regional experience (2.2.6): 2 years of working experience in the BCC countries

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

Short-term expert pool with maximum 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

- Provide legal advice regarding which legal frameworks hinder/ support/ actively advance conservation finance opportunities
- Provide inclusive green finance skills and/or green SME financing expertise, and make suggestions on how traditional financial service providers (MFIs, credit unions, banks) can strengthen sustainability aspects and the demand orientation of certain financial products

Qualifications of the short-term expert pool

- Education/training (2.6.1): 1 expert with university qualification (German 'Diplom'/Master) in law, 1 expert with university qualification in economics/ business studies (German 'Diplom'/Master)
- Language (2.6.2): 1 expert with C1-level language proficiency in English, 1 expert with C1-level proficiency in Portuguese
- General professional experience (2.6.3): 1 expert with 5 years of professional experience in the legal advisory sector, 1 expert with 5 years of professional experience in the sustainable finance sector

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

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 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	30	30	
Key expert 1	1	45	45	
Key expert 2	1	55	55	
Pool of short term experts	3	11	33	1-3 experts
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget	1		EUR 30,400	<p>A budget is earmarked for travel to the following countries: Angola, Namibia and South Africa.</p> <p>A fixed budget of EUR 30,400 is earmarked for settling travel expenses against evidence.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items.</p>

				Settlement is possible only until the budget is depleted.
Transport	Quantity	Number per expert	Total	Comments
CO₂ compensation for air travel Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.	1		EUR 1,100	A fixed budget of EUR 1,100 is earmarked for settling carbon offsets against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	EUR 10,140	EUR 10,140	A budget of EUR 10,140 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.
Procurement of materials and equipment	1	EUR 1,100	EUR 1,100	The budget contains the following costs EUR 1,100.

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- Meetings with stakeholders in of the Blue/ Conservation Finance sector in Angola, Namibia and South Africa. The contractor is required to send the respective experts to the locations and organize the meetings with them and all relevant stakeholders.
- Physical interviews with experts and focus groups of all 3 BCC countries.
- A final workshop with stakeholders from all 3 countries to present the findings, discuss the recommendations and decide on the pilot mechanism (what and where).

6. Inputs of GIZ or other actors

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

- Help with contacts and suggest participants/ interviewees for the meetings
- Support with stakeholder participation in the final workshop

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the

positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

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

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

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

8. Outsourced processing of personal data

The 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. 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

- Minimum standards for sustainable event management at GIZ