

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

CONFIDENTIAL

Consultancy services for the development of an Enterprise & Supplier Development Program (ESD) for Namibia 's Green Hydrogen Future	Project number/ cost centre: G-012446-017 Tender number 7000010886
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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work
BMWE	Federal Ministry for Economic Affairs and Energy
ESD	Enterprise & Supplier Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GH2	Green hydrogen
PPP	Public private partnership
PtX	Power-to-X
ToRs	Terms of reference

1. Context

The Federal Ministry for Economic Affairs and Energy (BMWE) supports the global development of green hydrogen (H₂) and its derivatives (Power-to-X, or PtX) through the International Hydrogen Ramp-up Program (H2Uppp), implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The programme promotes partnerships with private-sector actors to overcome early-stage challenges in PtX market development, particularly in countries with strong renewable energy potential and industrial application opportunities.

Namibia is one of H2Uppp's partner countries. In the recent years, the Namibian government has strategically prioritized GH₂/PtX as a cornerstone for economic growth, green industrialization and global decarbonization efforts. Since the launch of its Green Hydrogen and Green Derivatives Strategy in 2022, Namibia has seen the development of about eight PtX projects in two of its forming hydrogen valleys.

Hyphen's gigawatt scale project is the first fully vertically integrated green hydrogen project in Namibia. Hyphen Hydrogen Energy (Pty) Ltd ("Hyphen") is a Namibian registered green hydrogen development company, specifically formed to develop green hydrogen projects in Namibia for international, regional and domestic supply. Shareholders to Hyphen are ENERTRAG SE (ENERTRAG; controlling shareholder), Nicholas Holdings Limited, a holding, investment and project development company, and the Government of the Republic of Namibia.

Hyphen is developing a US\$9.4 billion, gigawatt-scale green hydrogen project targeting 300,000 metric tons of green hydrogen and 1 million tonnes of Green Ammonia production a year from 8GW of renewable generation capacity and 3GW electrolyser. The project is expected to involve the development of several engineering infrastructure components to bring the Project into operation.

Hyphen committed to a target of 30.6% spend on local procurement during the construction and operation phase. However, local supplier capacity remains limited, with critical gaps especially in specialized goods and services. With construction activities expected to peak between 2027 and 2030 – not only for Hyphen, but also for further PtX projects – immediate action is required to equip Namibian enterprises to participate effectively.

Therefore, under the H2Uppp Programme, Hyphen and its shareholder ENERTRAG entered a public private partnership (PPP) with GIZ as the public partner for the design and implementation of an Enterprise & Supplier Development (ESD) Programme in support of Namibia's green hydrogen future, including a pilot focus on the solar package as an early and high-impact opportunity.

As part of this initiative, we are currently seeking qualified and experienced contractors to provide consultancy services for the development of an ESD Programme, with a focus on the solar package. The contractors are expected to lead the design and implementation of a robust ESD Program that will create appropriate tools and initiatives to support local companies while also coordinating their development and assistance. In this way, these local companies will be best prepared and equipped to take up the supply chain opportunities during the construction and operation of this and any other green hydrogen project.

2. Tasks to be performed by the contractor

The contractors are responsible for the design, coordination, and initial implementation of the ESD Program.

As part of the broader Socio-Economic Development (SED) baseline studies undertaken by Hyphen in fulfilment of Schedule 5 of its Feasibility and Implementation Agreement with the Government of Namibia (the 'FIA'), Hyphen has already completed a detailed value chain mapping exercise to identify and categorise potential Local Content (LC) Packages across the full project lifecycle. This exercise translated engineering and infrastructure components into discrete procurement packages, assessed their localisation potential, and modelled indicative local content outcomes based on Namibia's current industrial structure and projected expenditure flows.

The appointed contractors will have access to the preliminary LC narrative report, which documents the mapping methodology, sectoral breakdowns, localisation assumptions, expenditure modelling, and indicative percentage allocations across feasibility, procurement and construction phases. The report also outlines the classification of packages into scalable near-term opportunities, medium-term capability expansion areas, and longer-term industrialisation prospects requiring policy and investment support. The focus of the contractors' assignment as part of this tender will be on the scalable near-term opportunities.

In parallel, and as an integral component of the ESD element of the SED Framework, consultants have undertaken a preliminary local capacity and capability profiling of Namibian enterprises. This included a structured supplier survey, sector-based diagnostics, and initial enterprise categorisation aligned to the four development pathways (No-Go, Strengthening, Expansion, Industrialisation). A preliminary supplier database has been compiled, capturing ownership profile, regional footprint, technical capability, compliance readiness, and scalability indicators.

The ESD Manager (interchangeably used with contractors) will be granted access to the full survey results, the preliminary supplier database, and relevant analytical extracts contained in the LC narrative report. The role is therefore not to initiate baseline mapping from first principles, but to refine, validate and operationalise these findings into an implementable ESD program aligned with Hyphen and sector prioritization, starting with the solar demonstration package, as part of the near-term opportunities.

Key responsibilities include:

- development of the ESD operating model, tools, and templates;
- oversight of the solar demonstration phase;
- consolidation of lessons learned into a replicable approach applicable to additional infrastructure packages; and
- coordination with relevant institutions and delivery partners to support programme sustainability.
- Present information related to the ESD to key stakeholders at national events

The contractors are expected to operationalise the ESD Program through the solar demonstration package, using it as the primary test case for the full set of ESD focus areas.

This includes the following applied functions:

- Identification, mapping, and categorisation of local entities, starting with the prioritization of, but not limited to entities operating or capable of operating within solar-related supply chains, including civil works, installation, electrical works, mounting structures, operations and maintenance, logistics, and associated professional and support services.
- Assessment of firm-level readiness and capability, covering technical capacity, health, safety, security, and environment (HSSE) and compliance, financial readiness, management and delivery capability.
- Structured segmentation of identified firms by size, capability, and readiness, resulting in a solar-specific local entity database that can be used to support procurement visibility, matchmaking, and future replication across other packages.
- Design and coordination of targeted interventions for the solar pilot cohort, drawing from the ESD focus areas, and aligning these interventions to realistic delivery requirements.
- Facilitation of partnerships and matchmaking for solar-related firms, including collaboration with engineering, procurement, and construction companies (EPCs), technical partners, financiers, insurers, and support institutions where relevant.
- Testing and refinement of ESD tools and processes through the solar pilot to ensure they are practical and fit-for-purpose.
- Documentation of lessons learned from the solar demonstration package and translation of these lessons into adjustments to the ESD template, tools, and replication roadmap.
- Presentation of the lessons learned and the overall programme at national events to key stakeholders, for the purpose of information sharing and ramping up of the programme

The contractors are responsible for providing the following services:

WP1: Mobilisation and Alignment: Establish alignment on pilot scope, sequencing and methodology, building on Hyphen's completed value chain mapping and supplier baseline studies. Finalise diagnostic tools, validate local entity-level gaps through targeted stakeholder consultations (technical partners, industry, DFIs, GRN, training institutions), and submit a concise Inception Report and implementation roadmap.

- Inception report and detailed implementation plan
 - Confirmation of pilot scope and sequencing
- Stakeholder engagement planning
 - Consult with industry stakeholders such as EPC companies, industrial and commercial enterprises and business to understand capacity, requirements and gaps at the firm level (the scope of the business activities will be decided jointly with the PPP partners)
 - Present approach at stakeholder engagement workshops organized by the PPP partners with broader ecosystem stakeholders, incl. the Government of Namibia, training and education institutions, industry stakeholders (NamGHA, developers, etc.) and development finance institutions
- Finalisation of firm-level diagnostic tools

WP2: Programme Design and Supplier Intake: Develop the operational ESD pilot framework, including governance model, package-based localisation logic, assessment criteria and supplier intake process. Launch call for participation, screen firms using agreed diagnostics, and formalise delivery partnerships within Namibia and relevant German industry networks.

- Development of the ESD framework, tools and governance model
- Package-based localisation logic and assessment criteria
- Call for participation and evaluation
- Identification and formalisation of delivery partners
 - Scope for capable delivery partners within Namibia
 - Leverage Hyphen partnerships with German company networks (Southern African German Chamber of Commerce, Afrika-Verein and Baden Württemberg International)

WP3: Pilot Implementation and Learning: Deliver targeted support interventions to selected local entities, facilitate matchmaking with technical partners, and monitor local entity-level progress. Capture lessons learned and refine tools and templates to inform program improvement and future scaling.

- Delivery of selected support interventions on general business operation skills (e.g. financial literacy, business management, etc.) and more specialized technical skills (e.g. standards, certification, HSSE, etc.)
- Matchmaking and partnership facilitation.
- Monitoring of results and capture of learning
- Refinement of programme tools and templates

WP4: Sustainability and Dissemination: Develop a practical scale-up roadmap based on pilot results, document enabling mechanisms, and hand over refined tools and guidance to ensure continuation beyond the pilot phase. Disseminate outcomes as agreed with Hyphen and GIZ.

- Development of a scale-up and continuation roadmap
- Documentation of enabling mechanisms and next steps
- Presentation of the interim and final outcomes at various stakeholder engagements.
- Dissemination of results and programme handover

Certain milestones, as laid out in the table below, are to be achieved during the contract term. **Kindly note:** Deliverables described as “internal” are not intended for publication but only serve as an intermediate work product to update Hyphen, Enertrag and GIZ, request feedback, course-correct, and use in subsequent tasks. While these intermediate work products shall include all technical information listed above/below, they do not require lengthy introductions, do not target external audiences and can be kept brief and concise. Where feasible, internal reports can be combined in one document. The goal is to reduce cost and reading time, and to accelerate feedback turnaround time.

Where not explicitly mentioned, deliverables do not have to be MS Word reports but – after approval of Hyphen and GIZ – can be submitted in the form of Excel tables or Powerpoint presentations if this improves cost-effectiveness or readability.

Mile-stone	Related WP	Milestones/process steps/partial services	Deadline/place/person responsible	Criteria for Acceptance
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1	1	Inception report and detailed implementation plan	One week from contract signature / Windhoek / contractors	Internal, overview of implementation approach and detailed planning for kick-off and discussion with GIZ/Hyphen. The deliverable will be a detailed excel-based or power point workplan and timeline, submitted for internal review and kick-off discussion with GIZ and Hyphen.
2	1	Completion of stakeholder consultations with documented feedback Design of overall program structure	One month from contract signature / Windhoek / contractors	Internal Stakeholder Consultation Summary Report, incl: (i) categorisation of local entities into small, medium and large; (ii) Assessment of capacity and readiness at the firm-level to execute certain supply chain requirements (iii) gap analysis linked to identified Local Content Packages; (iv) proposed high-level ESD program structure.
3	2	Program designed ESD interventions and tools developed	Two months from previous milestone 2 / Windhoek / contractors	Sharable ESD Framework document for future and external use, defining: (i) support interventions tailored to identified gaps identified; ii) alignment with GRN policy and industrialisation priorities (including incentive mechanisms), and (iii) standardised templates, manuals and training material for various business activities.
4	2	Screening and evaluation/assessment criteria (suitability and readiness)	Two months from previous milestone 2 / Windhoek / contractors	Supplier Screening Toolkit (eligibility criteria, scoring matrix and readiness template), validated through consultation with relevant GRN stakeholders to ensure alignment with national localisation and

				industrial policy objectives.
5	2	Call for registration / Assessment of applications	Two months from milestone 2 / Windhoek / contractors	Published Call for Registration + Internal Assessment Report summarising applications received, scoring results and recommendations, including briefing session with GRN representatives on selection outcomes.
6	2	<p>Formalization of partnerships (partners and participating enterprises)</p> <p>Two-staged approach: Identification of partners for capacity building</p> <ul style="list-style-type: none"> • in business operations skills (e.g. financial literacy, business management, etc.) first, • subsequently on technical skills (e.g. standards, certification, HSSE, etc.) 	<p>Two months from milestone 5 / Windhoek / contractors</p> <p>One month from milestone 5</p> <p>Two months from milestone 5</p>	<p>Partnership Overview Matrix identifying delivery partners, areas of capacity building, and matched local enterprise(s). The matrix will consider two types of support interventions: i) business operations skills and ii) technical skills. In addition, recommendation of up to 12 support interventions to be delivered as part of WP3 reflecting coordination with relevant GRN institutions where public programmes or incentives may be leveraged.</p> <p>The contractors are to closely align with GIZ on formalization modalities in line with GIZ procedures.</p>
7	3	Delivery and Implementation of interventions to about 40 local companies	Four months from milestone 6 / Windhoek / contractors	Intervention Delivery Plan + Consolidated Implementation Report summarising local entity-level progress and lessons learned, including periodic progress briefings to GRN stakeholders.
8	4	Final report submitted	Final month of contract / Windhoek / contractors	Submission of final report, incl. (i) summary of implementation and

				<p>key findings; (ii) a scale-up and continuation roadmap for the ESD program in Namibia; (iii) highlight aspects of replicability of ESD program (e.g. interventions for other infrastructure packages, program to other contexts), and iv) clearly defined role of GRN in future institutionalisation of the ESD program.</p> <p>Functional consolidated database prototype integrating existing datasets (e.g. NIPDB, MIME and pilot intake data), categorised by engineering package and business activity, including governance proposal, data architecture outline and recommended large-scale software solution for long-term hosting as a GH2 ecosystem one-stop-shop.</p>
9	4	<p>Dissemination of results at a public stakeholder event</p> <p>Dissemination of results at other public stakeholder events:</p> <ul style="list-style-type: none"> • Green Industries Summit, Swakopmund, 9-10 September 2026 • Hack Summit, Windhoek, October 2026 • Africa Green Hydrogen Summit, Cape Town, September 2026 	<p>Final month of contract / Windhoek / GIZ/Hyphen (with contractors presentation)</p>	<p>Delivery of a PowerPoint presentation (approx. 15–25 slides) summarising results, tailored to a broad stakeholder audience, including a separate engagement with GRN institutions..</p>

Period of assignment from: 6 July 2026 until 28 March 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). Following this, the tenderer presents and justifies the tasks to be performed (Chapter 2) (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**.

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 3.1 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 contractors' experts
- Process-oriented steering for implementation of the commission

- Securing the administrative conclusion of the project

Further requirements (1.7)

Tenderers whose concept meets the minimum technical threshold will be required to prepare for and deliver a structured presentation in addition to their submitted technical proposal. The presentation will serve to further substantiate the tenderer's understanding of the assignment, proposed methodology, and team composition, and will be assessed as an integral component of the overall evaluation.

4. Personnel concept

The expertise tendered is separated in three lots:

LOT 1: Value chain and localisation expert with regional or international experience

LOT2: Supplier development and localisation expert with in-depth knowledge of the Namibian context

LOT 3: Supplier database expert

Interested bidders are invited to submit offers for the lots for which they are able to render their services (with the exception that LOT 3 cannot be the object of a stand-alone bid). Selected contractors for each profile will be required to collaborate as a team for the fulfilment of the tasks defined as below.

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. CVs must clearly articulate English level according to IELTS score.

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

LOT 1: Team leader

Tasks of Team leader

- Overall responsibility for the advisory packages of the contractors (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, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Should bring the relevant technical experience to deliver at least WP2, WP3 and WP4

Qualifications of Team leader

- Education/training (2.1.1): Master's in economics, industrial engineering, or supply chain
- Language (2.1.2): C1-level language proficiency in English

- General professional experience (2.1.3): 10 years in value chain analysis, localisation strategies, and industrial development, with evidence of converting analysis into implementable supplier interventions.
- Specific professional experience (2.1.4): 3 years managing multi-stakeholder programs and delivery partners, within SADC or internationally.
- Leadership/management experience (2.1.5): 2 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of managing relevant projects within SADC or internationally. Specific experience in Southern Africa or other jurisdictions with local content requirements will be an added advantage.

LOT 2: Key expert 1

Tasks of key expert 1

- Value chain and localization expert
- Should bring the relevant technical experience to deliver all WPs

Qualifications of key expert 1

- Education/training (2.2.1): University degree (Master) in business, economics, engineering management, development finance, or similar.
- Language (2.2.2): C1-level language proficiency in English. Proficiency in any Namibian indigenous languages is a plus.
- General professional experience (2.2.3): 12 years in supplier development or localisation for major capital projects. At least 2 programs delivered end to end, including governance, tools, delivery partner management, and handover.
- Specific professional experience (2.2.4): 5 years in B2B partnerships, supplier onboarding, and commercial facilitation in infrastructure or energy sectors, with proof of closed partnership outcomes.
- Regional experience (2.2.6): 5 years of experience in projects in Namibia. Regional or international experience beyond Namibia is a plus.

LOT 3: Key expert 2 – Subcontractor position

Tasks of key expert 2

- Build and run supplier intake, mapping, diagnostics, segmentation, and maintain a solar specific supplier database for procurement visibility and matchmaking.

Qualifications of key expert 2

- Education/training (2.3.1): Bachelor's in business, supply chain, industrial engineering, or information systems.
- Language (2.3.2): C1-level language proficiency in English
- General professional experience (2.3.3):
- Specific professional experience (2.3.4): 6 years running supplier assessments and managing supplier databases or CRMs for enterprise procurement or development programs.

Please note:

KE2 is a fixed-budget subcontractor-position included in the contract. Submission of a CV or detailed proposal for KE2 is **not required** during the tender phase as KE2 will **not be evaluated**.

The qualification requirements specified for the KE2 are minimum requirements, the fulfilment of which must be confirmed by GIZ before the expert is assigned. The contracting authority reserves the right to verify the qualifications of the proposed subcontractor and to require a replacement if the minimum requirements are not met.

If at the start of the assignment, the project and the contractor agree that the tasks linked to KE2 are to be included, the contractor **must ensure** that KE2 is staffed. The contractor may assign this role to internal staff or an external expert at their discretion

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

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 2026 \(GERMAN ONLY\)](#)).

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
Key expert 1	1	Up to 34	34	
Key expert 2	1	Up to 34	34	
Key expert 3	1	Up to 15	15	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	16		16	Travel costs within Namibia for local consultations and stakeholder engagement will be covered by the PPP partner Hyphen. Travel plans include up to 3 consultations (WP 1) and some training activities (WP4). The 16 is estimated at 4 trips lasting 4 days each including travel days
Overnight allowance in country of assignment	12		12	The 12 is estimated at 4 trips lasting 4 days each (3 nights)
Transport	Quantity	Number per expert	Total	Comments
International return flights	4		4	Travel to Namibia

CO2 compensation for air travel				A fixed budget of EUR 480.00 is earmarked for settling carbon offsets against evidence.
Travel expense (Car rental)	16		16	The 16 is estimated at 4 trips lasting 4 days each including travel days
Other costs	Number	Price	Total	Comments
Flexible remuneration				A budget of EUR 4,062.00 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.
Other travel expenses				A budget of EUR 741.00 is foreseen for other travel expenses. In instances where there is runover in the initial budget for line items already prescribed in this costing table, this budget may be used. Please incorporate this budget into the price schedule. Use of the budget item requires prior written approval from GIZ.

Workshops, events and trainings

The contractors implement the following workshops/study trips/training courses/events:

Activity	Role of Contractors	Role of GIZ/Hyphen
WP 1: - Gap analysis workshop - Stakeholder engagement event	- Design and facilitation - Provide technical inputs and presentations	- Responsible for logistics and hosting

Activity	Role of Contractors	Role of GIZ/Hyphen
WP 3: - 12 trainings	- Facilitator and technical quality assurer • - Deliver training modules and exercises	- Responsible for logistics, hosting, and contractual arrangements
WP 4: Dissemination of results: - three in-person workshop in Namibia - one in person workshop in South Africa one internal webinar	- Present key results and recommendations and prepare workshop	- Responsible for logistics and hosting

6. Inputs of GIZ or other actors

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

Inputs provided by PPP partners (GIZ/Hyphen/Enertrag)

Input	Details	Entity
Coordination with public and private stakeholders	The PPP partners will facilitate or help connect the contractors with key stakeholders (e.g. authorities, developers) where required.	GIZ and Hyphen
	In particular, Hyphen will i) support outreach to local companies and businesses for planned firm-level consultations (WP1), the call for applications (WP2) and other related activities.	Hyphen
	The PPP partners will also facilitate contact establishment to German firms as technical partners for the delivery of support interventions. This includes first and foremost the German company networks with which Hyphen as a standing partnership (AHK Southern Africa, Afrika-Verein and Baden- Württemberg International (WP3).	GIZ and Hyphen
	Note: Third-party input/contributions are not guaranteed and must also be proactively solicited and followed up by the contractors as part of their assigned duty.	

Data or reference material	Hyphen will share with the contractors the results of its supply chain opportunities mapping and survey of local companies as a starting point for the assignment. The PPP partners will share any other relevant background material where available and appropriate.	Hyphen GIZ and Hyphen
Review and feedback on deliverables	The PPP partners will provide written feedback on draft deliverables within 10 working days of submission, to ensure timely and iterative quality control.	GIZ, Enertrag and Hyphen
Participation in monthly progress meetings	The PPP partners will join regular coordination meetings (virtual or in-person) to track milestone progress and support implementation troubleshooting.	GIZ and Hyphen
Dissemination event support	The PPP partners will co-host the final results workshop/event and support with logistics, invitations, and communication where needed.	GIZ and Hyphen
Travel costs	GIZ Namibia will accommodate the procurement and costs of any travel related to trips to South Africa	GIZ
Office space	Hyphen will provide office space for the contractors in Windhoek or Lüderitz where needed.	Hyphen

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 (language).

The complete tender must not exceed 7 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 (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractors are 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.

The tender will be evaluated using a **three-stage assessment procedure**. In the **first stage, bidders' technical proposals** will be assessed against the defined evaluation criteria to determine their technical responsiveness, quality, and capacity to deliver the required services. Only bidders who meet the minimum technical threshold will proceed to the **second stage, which will consist of a structured interview and/or presentation**, providing an opportunity to further demonstrate their understanding of the assignment, proposed methodology, and team competencies. The **third stage will involve the evaluation of financial proposals**, which will be assessed in accordance with the prescribed financial evaluation criteria and weighting, and will contribute to the final overall ranking of bidders.

8. Outsourced processing of personal data

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (sections 1.7 Confidentiality and 1.11 Data protection) apply.

Personal data will be processed on behalf of the client. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.