

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

CONFIDENTIAL

---

|                                                                                                                                         |                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <b>International Contract for Scaling Zero-Emission Trucking through a €38.5 Million Risk-Sharing and Investment Platform for India</b> | <b>Project number/<br/>cost centre:<br/>G-012232-228</b> |
|                                                                                                                                         | <b>Tender number<br/>10058031</b>                        |

---

|    |                                                                |    |
|----|----------------------------------------------------------------|----|
| 0. | List of abbreviations .....                                    | 2  |
| 1. | Context.....                                                   | 3  |
| 2. | Tasks to be performed by the contractor .....                  | 3  |
| 3. | Concept.....                                                   | 6  |
|    | Technical-methodological concept .....                         | 7  |
|    | Project management of the contractor (1.6) .....               | 7  |
|    | Further requirements (1.7).....                                | 7  |
| 4. | Personnel concept.....                                         | 7  |
|    | Team leader .....                                              | 7  |
|    | Key expert 1 .....                                             | 8  |
|    | Key expert 2 - Finance & Risk Sharing Specialist.....          | 9  |
|    | Short-term expert pool with minimum 1, maximum 2 members ..... | 9  |
| 5. | Costing requirements .....                                     | 10 |
|    | Assignment of personnel and travel expenses .....              | 10 |
|    | Sustainability aspects for travel .....                        | 10 |
|    | Workshops, events and trainings.....                           | 12 |
| 6. | Inputs of GIZ or other actors.....                             | 12 |
| 7. | Requirements on the format of the tender .....                 | 12 |

## **0. List of abbreviations**

|      |                                                                          |
|------|--------------------------------------------------------------------------|
| AG   | Commissioning party                                                      |
| AN   | Contractor                                                               |
| AVB  | General Terms and Conditions of Contract for supplying services and work |
| FK   | Expert                                                                   |
| FKT  | Expert days                                                              |
| KZFK | Short-term expert                                                        |
| ToRs | Terms of reference                                                       |
| RSF  | Risk Sharing Facility                                                    |
| PM   | Program Manager                                                          |

## **1. Context**

FASTR (Facilitating Adoption of Sustainable Trucking through a Risk-Sharing Facility) aims to accelerate the adoption of Zero-Emission Trucks (ZETs) in India by addressing one of the key barriers—access to affordable financing.

India's road freight sector carries around 66% of freight demand, while medium- and heavy-duty trucks account for a disproportionately high share of transport emissions. However, long-haul electric truck adoption remains extremely low, with only around 0.03% of trucks sold in 2024 being long-haul electric trucks. Over 60% of truck lending is dominated by Non-Banking Financial Companies (NBFCs) offering high-interest, short-tenor loans with low loan-to-value (LTV) ratios and stringent collateral requirements. These conditions weaken electric truck economics and viability. In the absence of structured risk-sharing mechanisms, Financial Institutions (FIs) remain risk-averse, limiting access to affordable, long-tenor capital required for scale.

FASTR proposes a Risk-Sharing Facility (RSF) that will reduce perceived risks for financial institutions rather than directly subsidising trucks. The project will identify suitable fleet operators, assess their operations, use telematics and operational data to evaluate ZET risks, develop bankable projects and provide partial risk coverage to lenders. This is intended to enable commercial finance to flow to ZET projects at scale.

### **Overall Objective**

To establish a sub-national FASTR risk-sharing mechanism approximately mobilising a €38.5 million, that enables state governments, financial institutions and industry to jointly develop and finance scalable zero-emission trucking projects, using limited public and catalytic capital to reduce financing risk and mobilise commercial finance.

## **2. Tasks to be performed by the contractor**

The contractor is responsible for providing the following services:

### **Task 1 - Sub-national alignment and commitment**

#### **Key Activities**

- Identify and engage with two priority sub-national governments to be discussed together with GIZ, with an initial focus on geographies demonstrating ZET ambition, freight demand, institutional readiness and potential project pipelines.
- Prepare concise state-specific engagement materials covering the financing gap, FASTR value proposition, risk-sharing model, institutional roles and potential financing pathways.
- Conduct consultations with transport, industry, finance, energy and relevant urban/logistics authorities to build a common understanding of the financing challenge.
- Co-develop priority use cases, institutional pathways and potential state-side catalytic contributions toward the guarantee/RSF fee and Program costs.
- Undertake a structured assessment of the zero-emission trucking market and ecosystem in the identified priority geographies, covering relevant freight segments, fleet operators, logistics companies, vehicle and technology providers, charging and energy-service providers, financial institutions and other relevant market actors.
- Identify and prioritise freight corridors, fleet segments and operating use cases with potential for commercially viable deployment of zero-emission trucks, taking into consideration vehicle utilisation, route characteristics, charging requirements, operational costs, financing requirements and potential emissions reductions.

- Develop state-specific ZET investment opportunity profiles for selected priority use cases, including indicative fleet requirements, infrastructure requirements, financing needs, commercial considerations and potential risk-sharing requirements.
- Assess the institutional, regulatory and implementation requirements that may need to be addressed by the respective state government to enable ZET investments and the functioning of the proposed RSF.
- Secure formal interest or a documented commitment from at least one sub-national government to proceed toward establishing 38.5 million Euro FASTR RSF facility.

**Achieved Result - A committed sub-national anchor with a defined value proposition, priority ZET use cases and an agreed pathway toward RSF establishment.**

## **Task 2 - Secure program manager and Guarantor provider**

### **Key Activities**

- Assess potential Program Manager with the capacity to host or administer the facility, on-board participating financial institutions or borrowers, manage facility resources and support reporting.
- Engage potential guarantee providers to test guarantee coverage, pricing, eligibility, portfolio parameters, loss-sharing and participation conditions.
- Facilitate joint design discussions among the state, PM, guarantee provider and other core partners.
- Define roles for fund custody, on-boarding, portfolio monitoring, guarantee-fee payments, governance, reporting and performance monitoring.
- Develop an institutional and operational framework for FASTR, including decision-making structures, partner roles and responsibilities, eligibility and onboarding procedures, approval processes, risk management responsibilities, reporting arrangements and escalation mechanisms.
- Develop draft operational procedures for project origination, screening, appraisal, approval, risk assessment, guarantee issuance, portfolio monitoring and reporting, in consultation with the proposed Programme Manager and guarantee provider.
- Define the information and data requirements for assessment and monitoring of participating borrowers and ZET projects, including relevant operational, financial, vehicle utilisation and risk indicators.
- Develop a proposed governance and decision-making framework for the RSF, including roles of the state government, Programme Manager, guarantee provider, financial institutions and other participating stakeholders.
- Secure indicative or formal participation and document an institutional partnership and implementation framework.
- A feasible institutional arrangement with a potential PM and guarantee provider, including agreed roles and implementation milestones.

**Achieved Result – A suitable Programme Manager and guarantee provider identified and engaged, with an agreed institutional, governance and operational framework for FASTR, including project origination, eligibility, appraisal, risk assessment, guarantee issuance, monitoring and reporting arrangements.**

## **Task 3 - Develop the FASTR blended finance architecture**

### **Key Activities**

- Develop financial models for priority ZET use cases to determine financing gaps, appropriate loan tenors, LTV requirements and potential credit-enhancement needs.

- Undertake total-cost-of-ownership and project-level financial assessments for selected ZET use cases to determine commercial viability under different vehicle, utilisation, financing and energy-cost assumptions.
- Assess the key technical, operational, financial and credit risks associated with selected ZET projects and develop corresponding risk-mitigation measures for consideration within the RSF.
- Develop a standardised project screening that can be applied by the Programme Manager and participating financial institutions to assess potential ZET projects.
- Support the preparation of a prioritised pipeline of bankable ZET projects, including project profiles, indicative capital requirements, financing structures, risk-sharing requirements and potential sources of commercial finance.
- Test the proposed financing and risk-sharing structure against selected project cases and refine the RSF parameters based on the results of these assessments.
- Develop standard templates and tools for project origination, financial assessment, risk assessment and preparation of investment cases under FASTR.
- Engage participating financial institutions (PFIs) early to test lending conditions, borrower eligibility, portfolio appetite, loan tenor, LTV and risk-sharing requirements.
- Design the Risk Sharing Facility (RSF) architecture for 38.5 million Euro RSF facility, including guarantee coverage, portfolio parameters, eligibility criteria, loss-sharing arrangements and indicative capital requirements.
- Structure a blended-finance model combining state/donor catalytic capital, guarantee support, DFI participation and commercial lending to improve ZET affordability and bankability.
- Develop an approach for estimating and monitoring the climate impact of ZET investments supported through FASTR, including methodologies and indicators for estimating avoided greenhouse-gas emissions and tracking relevant portfolio-level results.
- Prepare a comprehensive FASTR implementation and investment-readiness package covering governance, operational procedures, eligibility and screening criteria, financial assessment methodology, risk assessment, guarantee processes, monitoring and reporting, performance indicators, partner responsibilities, project origination procedures and a prioritised initial pipeline of potential ZET investments.
- Develop an appropriate monitoring, reporting and verification framework for tracking financial mobilisation, ZET deployment, portfolio performance and associated climate impacts.

**Achieved Result - An implementable FASTR architecture and operational readiness package, supported by tested financial and risk-sharing parameters, a project screening methodology, and that positions partners to mobilise capital and prepare a potential pipeline of ZET projects.**

#### **Task 4 - Mobilise Donor Engagement and Co-Financiers**

##### **Key Activities**

- Map and prioritise philanthropic funders, climate funds and other co-financiers relevant to FASTR.
- Develop tailored engagement packages for priority donors, DFIs, climate funds and philanthropic investors, demonstrating the additionality, risk-sharing rationale, expected mobilisation effect and potential climate impact of FASTR.

- Prepare funding propositions and investment cases for priority co-financiers, including the proposed use of catalytic capital, guarantee support, expected leverage of commercial finance and potential portfolio-level outcomes.
- Support structured discussions with potential co-financiers and document their financing requirements, eligibility conditions, decision-making processes and indicative appetite for participation.
- Identify opportunities for complementary financing and technical assistance from development partners that can strengthen the ZET project pipeline and reduce transaction or preparation barriers.
- Develop a capital mobilisation plan setting out potential sources, sequencing, indicative financing requirements, engagement pathways and milestones for securing catalytic and commercial capital.
- Identify appropriate legal expertise, including pro bono counsel or counsel from selected PM or potential co-financiers, to advise on FCRA and related requirements for receiving and administering co-financing contributions.
- Refine the financing structure based on financier feedback and develop a roadmap from initial catalytic contributions to a scalable FASTR facility.

**Achieved Result: A prioritised capital mobilisation strategy and financing pipeline for FASTR, supported by tailored investment propositions, documented engagement with potential co-financiers and a clear pathway for securing catalytic capital and mobilising commercial finance.**

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

| <b>Milestones/process steps/partial services</b>                            | <b>Deadline/place/person responsible</b> |
|-----------------------------------------------------------------------------|------------------------------------------|
| Scoping and Stakeholder mapping                                             | T +2 months                              |
| Sub-national government Alignment and written commitment                    | T+ 4 months                              |
| <b>Secure Program Manager (PM) and Guarantor written Commitments</b>        | T + 6 months                             |
| FASTR finance structure testing and donor capital mobilisation              | T + 9 months                             |
| Operational Risk Sharing Facility for Electric Trucks at sub-national level | T + 12 months                            |

T refers to start of the contract period

Period of assignment: **from 20<sup>th</sup> November 2026 until 31<sup>st</sup> December 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 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**.

## Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project (1.6.1). 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 (1.6.2)** 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.

## Further requirements (1.7)

*Not Applicable*

## 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.

### 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, 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 transport engineering, planning, finance or related discipline  
Language (2.1.2): C1-level language proficiency in English language  
General professional experience (2.1.3): 12 years of professional experience in the Indian transport / Electric Vehicle technology sector specifically trucking.  
Specific professional experience (2.1.4): 5 years of experience in electric truck financing sector years in India, Asia and Europe  
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): 5 years of experience in projects in Asia, European region, of which 2 years in projects in India.  
Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects  
Other (2.1.8): *Not Applicable*

#### **Key expert 1**

##### Tasks of key expert 1 – Senior Donor Engagement specialist

###### Task of the key Expert 1-

- To mobilise and coordinate donor, development finance and catalytic capital required to establish, capitalise and scale the RSF.
- Identify relevant bilateral donors, MDBs, DFIs, climate funds and philanthropic institutions.
- Develop funding propositions and investment cases for the RSF.
- Secure grants, guarantees, concessional finance and other catalytic instruments.

##### Qualifications of key expert 1

Education/training (2.2.1): university degree (German 'Diplom'/Master) in Finance, development finance, environment, law or related discipline  
Language (2.2.2): C1 -level language proficiency in English language  
General professional experience (2.2.3): 15 years of experience in donor engagement, resource mobilisation, development finance, or international cooperation.  
Specific professional experience (2.2.4): 5 years of experience in climate/transport finance, risk-sharing mechanisms or sustainable infrastructure financing.  
Leadership/management experience (2.2.5): Not applicable  
Regional experience (2.2.6): 5 years of experience in Asian region, European region and India  
Development Cooperation (DC) experience (2.2.7): 5 years of demonstrable experience in DC projects  
Other (2.2.8): not applicable

## Key expert 2 - Finance & Risk Sharing Specialist

### Task of the Expert

- Design and support the operationalisation of the RSF financing structure.
- Assess financing and investment risks for zero-emission trucking projects.
- Develop risk-sharing instruments, financing models and capital mobilisation strategies.
- Support engagement with banks, DFIs, investors and industry to develop a pipeline of bankable projects.
- Advise on allocation of catalytic capital to maximise commercial finance mobilisation.

### Qualifications of Expert 2

Education / Training (2.3.1) University degree in Finance, Economics, Development Finance or a related field.

Language (2.3.2): C1 -level language proficiency in English language

General Professional Experience (2.3.3) 10 years of professional experience in finance, investment, infrastructure financing, development finance or risk management.

Specific Professional Experience (2.3.4) 5 years of experience in structuring risk-sharing, blended finance, guarantees or catalytic financing mechanisms (5/10 points). 5 years of experience in climate finance, sustainable transport or infrastructure financing is highly desirable (5/10 points).

Leadership/management experience (2.3.5): Not applicable

Regional experience (2.3.6): 5 years of experience in Asian region, European region and India

Development Cooperation (DC) experience (2.3.7): 5 years of demonstrable experience in DC projects

Other (2.3.8): 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

### **Short-term expert pool with minimum 1, maximum 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

- Conduct financial and market research related to zero-emission trucking.
- Analyse project economics, financing needs, risks and investment barriers.
- Support financial modelling, data analysis and assessment of financing instruments.

- Research relevant policies, market trends, funding sources and investor requirements.
- Support preparation of investment cases, project pipeline assessments and reports.

#### Qualifications of the short-term expert pool

Education/training (2.6.1): 1 expert with university qualification (German 'Diplom'/Master) in Finance, Economics, Business Administration, Statistics, Transport Economics or related field.

Language (2.6.2): 2 experts with C1-level language proficiency in English language

General professional experience (2.6.3): 1 expert with 5 years of professional experience in the electric mobility sector

Specific professional experience (2.6.4): 1 expert with 5 years of professional experience in electrification of trucks, financing of trucks, research and analysis experience

Regional experience (2.6.5): 1 expert with 5 years of experience in Indian (region),

Development cooperation (DC) experience (2.6.6): not applicable

Other (2.6.7): not applicable

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 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 (CO<sub>2</sub> 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 CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> 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                       | 55                        | 55                | Team Leader Days for total duration of the contract                                                                              |
| Key Expert 1                                 | 1                       | 8                         | 8                 | Expert 1 Days for total duration of the contract                                                                                 |
| Key Expert 2                                 | 1                       | 25                        | 25                | Expert 2 Days for total duration of the contract                                                                                 |
| Short term pool                              | 1                       | 55                        | 55                |                                                                                                                                  |
| Travel expenses                              | Quantity                | Number per expert         | Total             | Comments                                                                                                                         |
| Per-diem allowance in country of assignment  | 8                       | 4                         | 32                | Per Diem Allownce for Indian Cities like Chennai, Delhi, Hyderabad, Mumbai etc                                                   |
| Overnight allowance in country of assignment | 5                       | 4                         | 20                | <b>Against Evidence</b><br>Overnight Allownce for Indian Cities like Chennai, Delhi, Hyderabad, Mumbai etc                       |
| Transport                                    | Quantity                | Number per expert         | Total             | Comments                                                                                                                         |
| International flights                        | 4                       | 1                         | 4                 | Travel to the place of service delivery In India                                                                                 |
| Domestic flights                             | 22                      | 1                         | 22                | Flights within the country of assignment during service delivery<br>for Indian Cities like Chennai, Delhi, Hyderabad, Mumbai etc |
| CO <sub>2</sub> compensation for air travel  | 55 *22<br>55 *4         |                           | 1.430,00<br>Euros | A fixed budget of EUR <b>1.430,00</b> is earmarked for settling carbon offsets against evidence.                                 |
| Travel expenses (train, car)<br>• Local Car  | 15 Trips<br>local level | 1                         | 15                | Total 15 local trips are envisaged for Indian cities                                                                             |

|                                                 |               |              |              |                                                                                                     |
|-------------------------------------------------|---------------|--------------|--------------|-----------------------------------------------------------------------------------------------------|
|                                                 |               |              |              |                                                                                                     |
| <b>Other travel expenses</b>                    | 1             | 1            | 1            | visa costs                                                                                          |
| <b>Other costs</b>                              | <b>Number</b> | <b>Price</b> | <b>Total</b> | <b>Comments</b>                                                                                     |
| <b>Workshops</b>                                | 8             | 1.500,00     | 12.000,00    | The budget contains the following costs Fooding, Audio Visual arrangement, travel of the consultant |
| <b>Operating costs in country of assignment</b> | 1             | 9.200,00     | 9.200,00     |                                                                                                     |

## Workshops, events and trainings

The contractor implements the following workshops:

1. 3 Workshops on State-level consultations – roundtable style
2. 2 Technical consultation cum workshop with program manager guarantor and Private Finance Institutions
3. 2 workshops with Donors / philanthropies targeting capital mobilization
4. 1 RSF Launch workshop

Total 8 Workshops – Arrangement includes Fooding, Audio Visual arrangement and seating arrangement

[P+R Rule 566 Ensuring standards for sustainable event management](#) must be observed. You must complete the 'Checklist for sustainable event management' and submit it to your line manager.

Vegetarian/vegan catering  
Fair trade products if from overseas  
Venue is physically accessible  
Public transport to the venue is possible  
Venue uses green electricity and/or is energy-optimised

## 6. Inputs of GIZ or other actors

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

Workstations on GIZ premises (Not Applicable)  
Transportation on site with own project vehicle – Not Applicable  
Logistics for workshops: Not Applicable

## 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 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 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. The specifications for pricing are defined in the price schedule.