

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

CONFIDENTIAL

Barrier Analysis on the Investment Climate for Renewable Energy and Energy Efficiency in Bangladesh, and Development of a Financing Access Guideline for Commercial Banks and NBFIs	Project number/ cost centre: G-012506-002 Tender number 10053747
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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
BB	Bangladesh Bank
BERC	Bangladesh Energy Regulatory Commission
BESS	Battery Energy Storage System
BEZA	Bangladesh Economic Zones Authority
BIDA	Bangladesh Investment Development Authority
BPDB	Bangladesh Power Development Board
CAPEX	Capital Expenditure model for rooftop solar
C&I	Commercial and Industrial
DFI	Development finance institution
EE	Energy efficiency
ESCO	Energy Service Companies
FK	Expert
FKT	Expert days
FYSF	Five-Year Strategic Framework for Reform and Development (July 2026 to June 2031)
GED	General Economics Division, Planning Commission
PAP II	Policy Advisory Partnership for the Promotion of Energy Efficiency and Renewable Energy II
GoB	Government of the People's Republic of Bangladesh
IDCOL	Infrastructure Development Company Limited
KII	Key informant interview
KZFK	Short-term expert
MPEMR	Ministry of Power, Energy and Mineral Resources
MPP	Merchant Power Plants
NBFI	Non-bank financial institution
NBR	National Board of Revenue
NREDS	National Renewable Energy Development Strategy 2026 to 2030
OPEX	Operational Expenditure model for rooftop solar
PPPA	Public Private Partnership Authority
RE	Renewable energy
REC	Renewable Energy Certificate
RPO	Renewable Purchase Obligation
SREDA	Sustainable and Renewable Energy Development Authority
ToRs	Terms of reference

1. Context

The Policy Advisory for the Promotion of Renewable Energy and Energy Efficiency (PAP II) project is co-financed by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in cooperation with the Power Division, Ministry of Power, Energy and Mineral Resources (MPEMR), Government of Bangladesh, and its relevant agencies.

The project's Specific Objective is to contribute to an improved legal framework and investment climate for an inclusive green energy transition in Bangladesh. Under Output 2, PAP II seeks to increase the awareness of investors, borrowers, public institutions and policy makers of sustainable energy technologies, business models and financing solutions. The Description of the Action identifies the need to analyse financing gaps, identify investment and market barriers, strengthen the capacity of financial institutions and borrowers, and establish a Finance Roundtable involving relevant public institutions, financial institutions and development partners.

Bangladesh is entering a new phase in the development of its sustainable energy sector. The Government has adopted an increasingly ambitious policy framework for renewable energy while recognising the need for greater private sector participation and mobilisation of finance. The Five-Year Strategic Framework for Reform and Development (July 2027 to June 2031), published in August 2026, identifies investment mobilisation, green financing, private sector participation and renewable energy development among relevant reform priorities. The National Renewable Energy Development Strategy 2026 to 2030, approved in July 2026, together with the Renewable Energy Policy 2025 and the National Rooftop Solar Program, provides further momentum towards increasing renewable energy deployment and strengthening the enabling environment for investment.

This policy momentum creates significant opportunities for investment, but translating policy ambitions into commercially viable projects requires improvements across the investment ecosystem. In particular, the effective implementation of recently introduced policies, guidelines and support measures will be important for translating the emerging policy framework into investable projects. Key challenges may include regulatory and administrative processes, project development and permitting, access to reliable information, business and revenue models, payment and counterparty risks, project bankability, technology and performance risks, availability of suitable financing products, financial institutions' risk assessment practices, and the capacity of project developers and financial institutions to structure and assess RE and EE investments.

The investment facilitation landscape is also changing. The Invest Bangladesh Act 2026 brought BIDA, BEZA and PPPA together under Invest Bangladesh, which began operations in August 2026 under the Prime Minister's Office. The new authority is intended to provide a more integrated platform for investment facilitation and policy coordination. This transition makes it important to understand how investment-related procedures and institutional responsibilities affecting sustainable energy projects are evolving and how these changes may affect project development, approvals and investor access to relevant public institutions.

Although previous policy and planning exercises have considered investment and financing constraints, there is a need for a dedicated and systematic analysis of the root causes of barriers affecting sustainable energy investment. The analysis should bring together the perspectives of government institutions, project developers, investors, commercial banks, NBFIs, development finance institutions and other relevant market actors, and distinguish

between regulatory, institutional, market, technical, project development and financial barriers as well as barriers arising from the implementation of existing policies and financing instruments.

Access to finance is a particular area of concern. While Bangladesh has established green and sustainable finance instruments, RE and EE projects can face challenges related to project appraisal, perceived technology and performance risks, collateral, transaction costs, tenor, cash flow assessment, documentation, availability of suitable financial products and the ability of borrowers to prepare bankable proposals. These challenges also need to be considered in the context of the wider financial-sector environment, including banks' risk appetite, credit assessment practices and evolving prudential and sustainable-finance requirements. These issues are particularly relevant for emerging models such as rooftop solar under OPEX arrangements, BESS integrated rooftop solar, ESCO models, industrial energy efficiency and other distributed energy solutions.

PAP II responds to these challenges through financing gap analysis, stakeholder dialogue, capacity development and measures to improve access to finance. The Action envisages reviewing existing financing schemes, developing recommendations to make energy finance more accessible to investors and borrowers, strengthening the capacity of financial institutions and borrowers, and establishing a Finance Roundtable involving relevant government institutions, Bangladesh Bank, commercial banks, IDCOL and development partners.

Against this background, the present assignment will provide an evidence base for these activities through two closely linked tasks. First, it will undertake a comprehensive barrier analysis of the investment climate for RE and EE, identify root causes and prioritise actionable measures, with particular attention to barriers affecting access to finance. Second, it will translate the relevant findings into practical, market-oriented guidance for banks and NBFIs. The guidance will be developed through consultation with financial institutions, project developers, investors and other relevant stakeholders and will aim to strengthen understanding of RE and EE business models, improve the bankability of financing applications, and support more effective assessment and structuring of sustainable energy finance.

The assignment will therefore follow a clear sequence: identify and analyse investment barriers, prioritise financing-related constraints, develop and validate practical guidance for improving bankability and access to finance, and support dissemination and uptake through relevant stakeholder and policy dialogue mechanisms, including the Bangladesh Finance Roundtable.

The assignment will be closely coordinated with MPEMR, SREDA, Bangladesh Bank, Invest Bangladesh, IDCOL, commercial banks, NBFIs, project developers, investors, business associations, development finance institutions and other relevant stakeholders. Existing policies, strategies, financing instruments, studies and relevant development partner initiatives will be considered to avoid duplication and ensure that the findings can be directly used for policy dialogue and market development. Relevant policy, regulatory and financing developments emerging during the assignment period will also be considered where they materially affect the investment and financing environment for RE and EE.

The assignment will contribute to PAP II's objective of improving the investment climate for sustainable energy solutions and strengthening the availability and suitability of financing for RE and EE investments in Bangladesh.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Task 1: Barrier analysis (gap analysis)

- Conduct a root-cause analysis of the structural challenges, implementation gaps and market constraints that continue to constrain investment mobilisation for renewable energy and energy efficiency in Bangladesh, examined separately and jointly from five actor perspectives:
 - Government of Bangladesh (policy, regulatory and institutional gaps, including the consequences of the Invest Bangladesh transition and the institutional arrangements emerging under the FYSF, the NREDS and the RE Roadmap, the implementation of recently adopted or issued RE, rooftop solar, land-use, investment facilitation and related financing measures, and any other recent GoB policy, guideline and strategies);
 - Public and private commercial banks (risk appetite, appraisal capacity, transaction cost relative to ticket size, tenor mismatch, collateral and security practice, use of refinance windows including a specific diagnostic of Bangladesh Bank's Green Financing Scheme and IDCOL's flagship concessional facility, covering application volume, average processing time from application to first disbursement, the size of the approved-but-undisbursed pipeline, and the number of sequential approval and compliance steps involved; and a specific test of whether concessional and long-tenor lending is disproportionately concentrated among large, established conglomerates relative to smaller, first-time or distributed-scale developers, and why; and the effect of current financial-sector conditions and prudential constraints on RE/EE lending);
 - Non-bank financial institutions (funding base, product range, refinance and guarantee access, treated as a distinct lens rather than folded into banks);
 - Development partner financing windows, covering both public-sector and private-sector facing facilities (eligibility and accreditation bottlenecks, co-financing and safeguard requirements, overlap and sequencing across parallel windows, gap between commitment and disbursement including, specifically, how compliance, safeguard and reporting requirements attached to concessional credit lines from institutions such as AIIB, NDB and EIB are passed through by on-lending commercial banks to sub-borrowers, and where that pass-through adds processing time or cost beyond what the originating facility itself requires); and
 - Project developers and sponsors (bankability and documentation quality, project preparation cost, track record, foreign exchange exposure, path to financial close).
- Sort identified challenges into a root-cause taxonomy (policy and regulatory; institutional and capacity; financial and market structure; technical and data; risk allocation and bankability) and score each for frequency, impact and tractability to support phased recommendations.

- Develop, as the core deliverable of task 1, a Structural Challenge and Mitigation Matrix. For each confirmed challenge the matrix records, at minimum: the challenge and the actor group or groups where it sits; its root-cause category; its interlinkages with other challenges within and across actor groups, so that upstream causes, knock-on effects and mutually reinforcing constraints are made visible rather than presented as a flat list; its priority scoring; the phased mitigation measures that address it; the enabling instrument that must be developed to realise each mitigation measure, typed as a business model, framework, guideline, tool, policy or regulatory instrument, institutional or process reform, or capacity development input; the institution best placed to lead each measure; and a mapping of each challenge and measure to the relevant strategic action of the FYSF Volume II Power and Energy matrix and, where applicable, to the NREDS and the SREDA Roadmap, so that the mitigation agenda plugs directly into the Government's existing implementation and monitoring architecture. The matrix is delivered in draft alongside the draft report, validated at the workshop, and delivered in final form in an editable format that MPEMR, SREDA and GIZ can maintain and update after the assignment ends.
- Substantiate the instruments identified in the matrix with a menu of financing structures and business models suited to the Bangladesh context (for example a partial credit or risk guarantee, viability gap funding administration, an expanded on-lending or refinance window, an aggregation or warehousing vehicle for small-scale solar, results-based or performance-linked financing, and a pilot green bond or sukuk track), giving explicit attention to the low-cost green financing facilities and tax incentives foreseen under FYSF activity 16 and the domestic and foreign investor incentive measures foreseen under FYSF activity 23, and a short indicative pipeline note showing how the identified challenges and mitigation measures apply to a handful of real or representative RE/EE investment cases, aligned with SREDA's national project register.
- Deliver the validation workshop for the draft barrier analysis and draft matrix, produce a workshop summary report, and incorporate stakeholder feedback into the final report and final matrix.
- Derive from the final matrix a prioritised instrument development agenda, and prepare a short confirmation note identifying which of the instruments task 2 will deliver (the financing access guideline for commercial banks and NBFIs as a minimum) and recording the design requirements the matrix imposes on it. Task 2's detailed work plan is finalised on this basis.
- The matrix must yield no fewer than seven distinct, fully specified and evidence supported actionable measures, each described to a level of detail sufficient for adoption or implementation by the responsible institution, comprising the measure's purpose, design, institutional owner, sequencing and resourcing requirement. The measures should be selected on the basis of the prioritisation and evidence generated through the barrier analysis rather than being predetermined by the contractor.
- Consolidate the prioritised agenda into an Action Plan for Enabling an Investment Conducive Environment for RE and EE, structured by measure, responsible institution, sequencing and indicative resourcing, drawing directly on the Structural Challenge and

Mitigation Matrix and aligned to the FYSF Power and Energy actions, in a form suitable for formal adoption by MPEMR, SREDA and other relevant partner institutions.

- Support the commissioning party in securing formal approval, adoption or citation of the final barrier analysis, the matrix and the Action Plan by MPEMR, SREDA or Invest Bangladesh, including preparing the endorsement package and supporting the adoption process with partner institutions.

Task 2: Financing access guideline for commercial banks and NBFIs

- Develop, jointly with commercial banks, NBFIs and IDCOL, a practical guideline that improves how these institutions appraise, price and structure financing within applicable Bangladesh Bank prudential, sustainable-finance, climate-risk and environmental and social risk-management requirements for RE and EE investments. The guideline is intended as a practical financing and appraisal reference and shall not replace the participating institution's internal credit approval, risk-management, environmental and social or regulatory requirements.
- The guideline is scoped and refined on the basis of the Structural Challenge and Mitigation Matrix and the Task 2 confirmation note delivered under Task 1, so that it demonstrably responds to the bank and NBFi side challenges, their interlinkages and the design requirements the matrix records, and is positioned as a direct contribution to the green financing facilities envisaged under FYSF.
- Include in the guideline, an RE/EE project appraisal methodology with worked cashflow templates by technology type; sector-specific risk rating criteria compatible with existing ESRM and ESDD tools; guidance on tenor matching and on layering Bangladesh Bank refinance, IDCOL co-financing and guarantee instruments into a single deal structure; a due diligence checklist; model term sheet language; and a decision tree usable by a credit officer at the point of appraisal.
- Develop a standardised compliance pass-through checklist or template that banks can apply consistently when on-lending DFI-sourced concessional funds, reducing the need to re-derive compliance procedures deal by deal.
- Develop a risk-sharing or portfolio-based structures (for example partial guarantees, aggregation or warehousing of smaller loans) specifically designed to extend concessional and long-tenor financing to creditworthy developers below the large-conglomerate tier, addressing the concentration pattern identified in Task 1. The assessment shall distinguish between instruments that can realistically be implemented within existing institutional and regulatory mandates and instruments requiring new policy, regulatory or institutional arrangements.
- Conduct structured co-design sessions with participating banks, NBFIs and IDCOL, plus one written review round, so that the indicator's requirement of joint development with financial service providers is demonstrably met.
- Design and deliver one orientation and training session for credit officers of participating banks and NBFIs on applying the guideline, produce a summary report of the session, and incorporate participant feedback into the final guideline.
- Prepare a short executive brief covering both task 1 and 2, suitable for the Team Europe Initiative on the Green Energy Transition secretariat function and summarising the assignment's contribution to the FYSF's Power and Energy investment actions.

Task 3: Stakeholder engagement and information collection

The evidence base is central to aforementioned tasks, so the contractor's stakeholder engagement obligations are specified here in detail. The contractor submits interview protocols, the survey instrument and a full stakeholder engagement and data collection plan with the inception report, for approval by GIZ before fieldwork begins, and maintains an engagement tracker shared with GIZ throughout.

- Semi-structured key informant interviews administered to no fewer than 25 institutions across the five actor lenses, covering as a minimum, the Power Division of MPEMR (renewable energy, planning and development wings, and once operational, the Reform Management and Policy Research Unit), BPDB, SREDA, Invest Bangladesh, BERC, the Economic Relations Division, the Finance Division, the General Economics Division (as custodian of the FYSF) and Bangladesh Bank's Sustainable Finance Department on the government side; commercial banks spanning the state-owned, private conventional, and foreign-bank tiers on the banking side; NBFIs including IDCOL on the non-bank financial institution side; development partners financing windows active in the energy sector, covering both public-sector facing facilities (multilateral and bilateral) and at least one private-sector facing window, on the concessional-finance side; and project developers or sponsors spanning utility-scale IPP, commercial and industrial rooftop, and SME-scale investment, plus at least one relevant industry association, on the developer side.
- Interviews shall be conducted and documented at institutional level only; the contractor shall not record or retain names, personal contact details or other personally identifiable information of interviewees. Findings shall be attributed to the relevant actor/institutional category rather than to individual respondents.
- For IDCOL and Bangladesh Bank's Green Financing Scheme specifically, identify documentation or develop process maps (to the extent institutions are willing to share) and construct a simple disbursement funnel showing application volume, approval rate, average time to disbursement and current pipeline backlog, to ground the barrier analysis in observed institutional performance rather than self-reported perception alone.
- A structured survey of banks and NBFIs, designed with GIZ and administered to institutions, capturing appraisal practice, product terms, use of refinance and guarantee instruments, and self-reported constraints on RE/EE lending.
- A portfolio or loan review with willing financial institutions, examining how RE/EE credit proposals were actually appraised and decided. The contractor is expected to agree appropriate confidentiality arrangements with participating institutions where these are required for access to internal information, and to report institution-level findings only in aggregated and anonymised form.
- Benchmarking of financing instrument design against a small number of comparable markets, building on rather than repeating the regional review already carried out for the SREDA Roadmap.
- For task 2, structured co-design engagement with banks, NBFIs and IDCOL as specified above, so that the guideline reflects the operating reality of the institutions expected to use it.

- For each event delivered under this assignment (validation workshop, co-design consultation sessions, credit officer training and final dissemination session), the contractor submits an event package comprising: a concept note setting out objectives, target participants and expected outcomes; a detailed agenda and session structure; all presentation and facilitation materials; a participant registration and attendance list disaggregated by sex and institution; a pre-event and post-event evaluation instrument with the analysed results; a participant feedback form with the analysed results; and an event summary report recording key discussion points, agreed follow-up actions and how the feedback has been incorporated into the relevant deliverable. Event materials are submitted to GIZ for review no later than five working days before each event.

Task 4: Project management and reporting

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, and 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 reports as required by GIZ for the relevant milestones.

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

Deliverables	Deadline (from contract start date)
Task 1: Inception report, methodology note covering tasks 1-4, data collection plan, and outline for the barrier analysis report	Week 3
Task 2: Organization-level data collection complete across all five actor lenses and submitted to GIZ in detailed and summarized format (KIs, structured survey, portfolio review where agreed)	Week 10
Task 3: Draft barrier analysis report including the draft Structural Challenge and Mitigation Matrix circulated;	Week 18
Task 4: Workshop materials e.g. agenda, presentation deck, pre and post-evaluation forms and result summary, workshop feedback form and validation workshop delivered; workshop summary report submitted	Week 20
Task 5: Final barrier analysis report and final matrix (editable format) incorporating stakeholder feedback, action plan, plus the endorsement package and documented evidence of submission to and active follow-up with the relevant GoB institution; the contractor supports the commissioning party in supporting the relevant GoB institution in providing written confirmation of release, use or public citation of the analysis, where such confirmation is institutionally feasible.	Week 30

Task 6: Draft financing access guideline, co-designed with Bangladesh Bank, local banks, and NBFIs, reflecting the design requirements recorded in the matrix and communication supporting their acceptance of the draft	Week 33
Task 7: Consultation session along with all the relevant stakeholders (considering the five actor perspective mentioned in task 1), session materials (similar to M4 workshop) and consultation summary report delivered	Week 35
Task 8: Orientation and training session for credit officers delivered; training materials (similar to M4 workshop) and session summary report submitted	Week 40
Task 9: Final dissemination session delivered along with event materials (similar to M4 workshop)	Week 48
Task 10: Final financing access guideline and updated final action plan incorporating participant feedback and documenting any material changes arising from policy, regulatory or institutional developments during the assignment.	Week 52

The milestones are structured to allow the barrier analysis to inform the financing access guideline. The sequencing of Tasks 1 and 2 is therefore intentional; however, preparatory engagement with financial institutions for Task 2 may commence during Task 1 where this improves continuity and does not duplicate the formal co-design process.

Period of assignment: from 16.11.2026 until 31.10.2027.

3. Concept

In the tender, the tenderer is required to show *how* the objective defined in Chapter 2 (Tasks to be performed) is 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) (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) (1.1.2), with explicit reference to the five-actor-lens structure (GoB; public and private commercial banks; NBFIs; development partner public- and private-sector financing windows; project developers), the root-cause taxonomy, its proposed approach to mapping interlinkages between challenges within and across actor groups, its approach to mapping challenges and measures to the FYSF Volume II Power and Energy actions, and how the Structural Challenge and Mitigation Matrix will scope the task 2 guideline. The methodology shall demonstrate how the tenderer will distinguish between structural policy gaps, implementation gaps and barriers arising from current market and financial-sector conditions, and how these will be translated into prioritised and institutionally feasible measures.

Cooperation (1.2): the tenderer is required to present the actors relevant for the services for which it is responsible and describe the cooperation with them, in particular MPEMR, SREDA, Invest Bangladesh, BERC, GED, Bangladesh Bank, ERD, the Finance Division, IDCOL, participating commercial banks and NBFIs, development partner windows, and project developers, and how it will secure and sustain their engagement across tasks given that Invest Bangladesh's internal structure is still being assembled at the time of tendering. The approach should allow for changes in institutional mandates, focal points or procedures during the assignment and document such changes where they affect the barrier analysis or recommended measures.

Steering (1.3): 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), referencing how findings will be tracked against one barrier analysis approved by a GoB institution and one financing access guidelines developed jointly with financial service providers and cross-referenced against the risks already identified in the SREDA Roadmap's consolidated risk matrix (R1 finance and payment security, R4 financial-institution participation, R5 private-developer participation).

Processes and operational plan (1.4): 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) consistent with the milestone table in Chapter 2, describing the necessary work steps and taking account of the milestones and contributions of other actors (1.4.2). The plan distinguishes in-country mission time from remote work: the Team Leader's three missions (inception; dissemination and validation; the final dissemination session and closing) anchor the schedule, and all other in-country work is carried by the national experts with the remote guidance of the team leader.

Learning and innovation (1.5): 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), including how the matrix, the guideline and the training materials can be maintained, scaled or institutionalised beyond the participating institutions, and how they can feed the FYSF's implementation and monitoring processes.

Project management of the contractor (1.6): The tenderer is required to explain its approach for coordination with the GIZ project. 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 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 contractor's experts

- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

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. In accordance with the AVB, the contractor shall assign key experts (identified by name in the contract) and other experts (the short-term expert pool, not identified by name in the contract).

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor across tasks (quality and deadlines)
- Leading the analytical framework, interlinkage mapping, scoring methodology and phased recommendations of the barrier analysis, and the architecture of the Structural Challenge and Mitigation Matrix including its alignment with GoB mandates
- Leading the architecture of the financing access guideline
- Coordinating and ensuring communication with GIZ, MPEMR, SREDA, Invest Bangladesh, Bangladesh Bank, IDCOL and others involved in the assignment
- Leading the validation workshop and the endorsement package
- 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; three missions to Bangladesh, with remote delivery in between.

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in economics, finance, engineering, business administration, energy policy or a closely related field
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in investment or financing advisory sector
- Specific professional experience (2.1.4): 5 years in renewable energy or energy efficiency investment climate, barrier or market assessment work, including experience developing financing guidance or products with or for financial institutions
- 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 South or South-East Asia
- Development cooperation (DC) experience (2.1.7): 8 years of experience in DC projects
- Other (2.1.8): Familiarity with results-based monitoring or prior engagement with DFI concessional facilities or commercial lending

Key expert 1: Financial Sector and Banking Specialist

Tasks of key expert 1

- Leading the financial-sector and development-partner lines of inquiry in task 1 (public and private commercial banks, NBFIs, IDCOL, concessional windows)
- Leading the in-country co-design process with banks, NBFIs and IDCOL in task 2 and co-drafting the guideline
- Co-leading financial-institution sessions of the validation workshop and the training session

Qualifications of key expert 1

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in economics, finance, engineering, business administration, energy policy or a closely related field
- Language (2.2.2): C1-level language proficiency in English (CEFR) and native or near-native Bangla proficiency
- General professional experience (2.2.3): 7 years of professional experience in Bangladesh's banking, NBFI or development-finance sector
- Specific professional experience (2.2.4): 5 years in sustainable finance, green banking, project or SME lending, or climate-finance instrument design
- Regional experience (2.2.6): 7 years of experience in Bangladesh's financial market
- Development cooperation (DC) experience (2.2.7): 3 years of experience in DC projects
- Other (2.2.8): Experience with Bangladesh Bank sustainable-finance, refinance, climate-risk or environmental and social risk-management frameworks.

Key expert 2: RE/EE Policy and Regulatory Specialist

Tasks of key expert 2

- Leading the government-facing line of inquiry (MPEMR, SREDA, Invest Bangladesh, BEREC, ERD, Finance Division)
- Coordinating KIIs and the structured survey with government counterparts
- Leading the mapping of findings and measures against the relevant power and energy sector strategies
- Supporting the endorsement process and reviewing the guideline for policy and regulatory alignment

Qualifications of key expert 2

- Education/training (2.3.1): university degree (German 'Diplom'/Master) in engineering, economics, public policy or a closely related field
- Language (2.3.2): C1-level language proficiency in English (CEFR) and native or near-native Bangla proficiency
- General professional experience (2.3.3): 7 years of professional experience in Bangladesh's renewable energy or wider energy sector policy space for assessing implementation of renewable energy policies, regulations or investment facilitation processes in Bangladesh
- Specific professional experience (2.3.4): 5 years of demonstrated engagement with MPEMR, SREDA or BEREC processes
- Development cooperation (DC) experience (2.3.7): 3 years of experience in DC projects

Key expert 3: Banking/NBFI's Liaison and Capacity Development Specialist

Tasks of key expert 3

- Supporting key expert 1 on bank and NBFI engagement during data collection, in particular the structured survey and the portfolio review
- Designing the credit-officer orientation and training module in task 2 and co-delivering the training session
- Producing the training materials and the session summary report

Qualifications of key expert 3

- Education/training (2.4.1): university degree (German 'Diplom'/Master) in finance, business administration, education/training or a closely related field
- Language (2.4.2): C1-level language proficiency in English (CEFR) and native or near-native Bangla proficiency
- General professional experience (2.4.3): 7 years of professional experience in Bangladesh's banking or NBFI sector, or in financial-sector capacity development
- Specific professional experience (2.4.4): 3 years designing and delivering training for financial-institution staff; experience with credit appraisal an advantage

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 2, maximum 6 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

- Data collection and enumeration support for the structured survey
- Transcription and translation between English and Bangla
- Logistics coordination for KIIs, the validation workshop and the training session
- Survey design, scoring methodology and data quality review (national M&E/data profile)
- If proposed, targeted specialist input on blended finance, guarantee, risk-sharing or portfolio-financing instrument design (one international profile permitted within the pool, working remotely)

Qualifications of the short-term expert pool

- Education/training (2.6.1): all experts with university-level qualification relevant to the assigned task; the M&E/data profile and the optional international profile with university qualification (German 'Diplom'/Master) in a relevant field
- Language (2.6.2): all experts with B2-level or higher English proficiency (CEFR); national members with working proficiency in Bangla
- General professional experience (2.6.3): national support members with 5 years of relevant professional experience; the M&E/data profile with 3 years of experience in survey design and analysis; the optional international profile with 5 years of experience in climate or infrastructure finance
- Specific professional experience (2.6.4): the M&E/data profile with 3 years in quantitative survey work; the optional international profile with 3 years in blended finance or guarantee instrument design
- Regional experience (2.6.5): 2 years of experience in Bangladesh or any other Asian countries
- Development cooperation (DC) experience (2.6.6): 2 years of experience in DC

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.

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	42	42	Of which 20 days in-country across three missions (inception approx. 10 days, dissemination/validation approx. 5 days, closing/training approx. 5 days) and 22 days remote
Key expert 1, Financial Sector and Banking Specialist	1	50	50	
Key expert 2, RE/EE Policy and Regulatory Specialist	1	40	40	
Key expert 3, Banking/NBFI Liaison and Training Specialist	1	30	30	
Short-term expert pool	2 to 6	60	60	Of which up to 7 days may be an international specialist working remotely and approx. 7 days a national M&E/data profile; remainder national support days
Travel expenses	Quantity	Number per expert	Total	Comments
<i>Per-diem allowance in country of assignment (Team Leader)</i>	20	1	20 days	If an on-site assignment takes place over the weekend, per diem allowances for weekends can be reimbursed between the fee days
<i>Overnight allowance in country of assignment (Team Leader)</i>	20	1	20 nights	Overnight stays abroad: Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence. Overnight stays in Germany (deviation from the travel expense regulations):

				Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
Transport	Quantity	Number per expert	Total	Comments
International flights <i>Bangladesh</i>	6	1	6 flights (3 round trips)	Travel to the place of service delivery, Team Leader only; inception, dissemination/validation and closing missions; lowest-emission booking
Domestic flights	0	0	None	Flights within the country of assignment during service delivery
CO₂ compensation for air travel Link to <u>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.</u>	6	1	6 flights	A fixed budget of EUR 300 is earmarked for settling carbon offsets against evidence.
Travel expenses (car)	1	1		Local transport within Dhaka only (KIs, workshop and training venues are within Dhaka); transfer to/from airport; minimal

Bidders shall quote all costs strictly in accordance with the quantities and cost items specified in the Terms of Reference and the Price Schedule. No deviations from the specified quantities and no additional costs or cost items shall be permitted.

Any deviation from the specified quantities or inclusion of additional costs or cost items may result in the exclusion of the bid from further consideration.

6. Inputs of GIZ or other actors

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

- Venue, catering and printing for the validation workshop and the orientation and training session, including coordination of invitations to government counterparts.
- Background documents: the Five-Year Strategic Framework for Reform and Development FY2027 to FY2031 (Volumes I and II); the National Renewable Energy Roadmap 2026 (SREDA draft); the National Renewable Energy Development Strategy 2026 to 2030; and relevant recently issued rooftop solar/BESS incentive notifications and implementation guidance. Where relevant policies, guidelines, institutional mandates or financing instruments are revised, replaced or newly introduced during the assignment period, GIZ will make available the relevant documents where accessible, and the contractor shall take such developments into account in the affected deliverables.
- Introductions to MPEMR, SREDA and, once confirmed, the relevant desk within Invest Bangladesh, the General Economics Division, Bangladesh Bank's Sustainable Finance Department and IDCOL.

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. 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. Option

No option is included in this ToR.

9. Outsourced processing of personal data

The data protection and information security provisions set out in the currently applicable version of the AVB apply. The contractor shall collect and analyses information at institutional and/or aggregated level and shall not collect, record or retain names, personal contact details, individual identifiers or other personally identifiable information from interviewees, survey respondents or training participants.

Where stakeholder engagement requires identification of relevant institutions or counterpart organizations, information shall be recorded at institutional level only. GIZ will coordinate and provide any necessary contact or invitation information separately, where required, and such information shall not be retained or processed by the contractor beyond what is necessary for logistical coordination.

Survey and interview findings shall be reported in aggregated and anonymized form and shall not contain information that enables individual respondents to be identified.

Event documentation shall report participation at aggregated/institutional level and shall not contain personally identifiable participant information.

The requesting unit confirms with GIZ's Data Protection Management Unit whether a data-processing annex is required before contract conclusion.