

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

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0. List of abbreviations

ABJ	Association of Banks in Jordan
BMF	Bundesministerium der Finanzen (Federal Ministry of Finance, Germany)
CBJ	Central Bank of Jordan
CO ₂	Carbon dioxide
CV	Curriculum Vitae
ESG	Environmental, Social, and Governance
EU	European Union
EUR	Euro
FIs	Financial Institutions
GCF	Green Climate Fund
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GmbH	Gesellschaft mit beschränkter Haftung (limited liability company)
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	Gesetz gegen Wettbewerbsbeschränkungen (German Act against Restraints of Competition)
ICMA	International Capital Market Association
I-FIN	GIZ-implemented project “Innovative Approaches for the Financial Inclusion of MSMEs in Jordan”
IFRS	International Financial Reporting Standard
IKI	Internationale Klimaschutzinitiative (International Climate Initiative)
ISSB	International Sustainability Standards Board
IT	Information Technology
JALC	Jordan Association of Leasing Companies

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JLGC	Jordan Loan Guarantee Corporation
KC4B20	GIZ Sectoral Department Competence Centre Financial Sector Development
KOMP	Cost per output monitoring and forecast
KPIs	Key Performance Indicators
LoE	Level of Effort
LoI	Letter of Intent
MAF	Mitigation Action Facility
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFIs	Microfinance Institutions
MIS	Management Information System
MoU	Memorandum of Understanding
MSMEs	Micro, Small & Medium Enterprises
NDC	Nationally Determined Contribution
NFIS	National Financial Inclusion Strategy
NGOs	Non-Governmental Organizations
ODA	Official Development Assistance
RMO	Risk Management Office
TA	Technical Assistance
ToRs	Terms of Reference
ToT	Training of Trainers
UN DESA	United Nations Department of Economic and Social Affairs
UNSD	United Nations Statistics Division
VgV	Vergabeverordnung (German Ordinance on the Award of Public Contracts)
WP	Work Package

1. Context

Micro, small and medium-sized enterprises (MSMEs) constitute the overwhelming majority of economic activity in Jordan. MSMEs account for over 99% of all enterprises, employ around 60% of the formal private-sector workforce, and contribute 40% of Jordan Gross Domestic Product (GDP), making them crucial for economic growth, resilience, and job creation. Despite this importance, MSMEs still face obstacles in accessing appropriate and diversified financial products.

Access to formal credit remains limited for many MSMEs. According to the Central Bank of Jordan (CBJ) National Financial Inclusion Strategy (NFIS) 2023-2028, only 28.3% of formal MSMEs had a loan or line of credit from a financial institution, highlighting a significant financing gap for smaller firms in Jordan. Financial exclusion is especially pronounced for underserved segments such as informal and women-led enterprises, which often face higher collateral requirements, limited credit histories, and lower formal borrowing rates.

Financial inclusion, defined as access to and use of appropriate, affordable, and sustainable financial products and services, remains a priority in Jordan. The CBJ is pursuing ambitious targets to increase overall financial inclusion, reduce gender gaps, and enhance MSME access to finance, including through digital channels and tailored products. The NFIS aims, for example, to increase MSMEs access to formal lending at an average annual rate of 4% for four years.

In a similar vein, Jordan's Green Finance Strategy 2023–2028 aims to mobilize green investments and position the financial sector as a regional leader in sustainable finance. The strategy highlights that a 92.5% of the Jordan National Determined Contribution (NDC) target cost is to be financed by international support and mobilized private capital. As Jordan advances its Green Finance Strategy, a central priority was establishing clear and credible standards for what qualifies as “green” across the financial system. The Jordan National Green Taxonomy, published in February 2026, provides this clarity by offering a common language for the financial system to classify sustainable economic activities in a transparent and consistent way. By anchoring investment decisions to science-based criteria, the taxonomy helps ensure that future capital flows genuinely support Jordan's low-carbon, climate-resilient transition.

Against this backdrop, the Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ-implemented project, Innovative Approaches for the Financial Inclusion of MSMEs in Jordan (I-FIN), takes a holistic, market-driven approach to strengthening inclusive green finance in the country. The project operates across the policy, institutional, and market levels, helping to improve the broader enabling environment, upgrade the technical and operational capacities of financial service providers, and ensure that enterprises can confidently access and benefit from green finance solutions.

The overall objective of the project is to ensure that MSMEs in Jordan benefit from a more inclusive financial system that enables inclusive access to green finance and supports environmentally sustainable and resilient business growth, also with a focus on women-led enterprises.

The project is structured on four pillars; at the policy and regulatory level, and by working closely with the CBJ, it supports the development and implementation of frameworks, incentives, and practices that facilitate the mobilization of private capital and the identification

and management of climate and environmental-related financial risks (Output 1). At the institutional level, the project provides advisory support to financial service providers to develop and scale inclusive green financial products, strategies, and internal capacities (Output 2). In parallel, the project strengthens MSMEs readiness by building their capacity to understand, access, and responsibly use financial products (Output 3). Finally, the project supports financial institutions in accessing international climate finance by enhancing their understanding of relevant mechanisms and by facilitating the development of viable, bankable project concepts (Output 4). Across all interventions, the project places a strong emphasis on inclusion, with targeted support for women-led MSMEs to improve their access to appropriate green financial products and services.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services is specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The overall Result Matrix (see annexes) contains a complete list of the indicators of the project per the following:

- Four high level "Module Objective Indicators" and,
- Four more granular Outputs with each has two "Output Indicators"

The scope of this contract is limited to Module Objective Indicator No. 2 & No. 4, and Output Indicators No. 2.1, No. 2.2, No. 4.2 and as clarified within this Terms of Reference document.

Module Objective Indicators No. 1 & No. 3, and Output Indicators No. 1.1, No.1.2, No.3.1, and No. 4.1 are out of the scope of this contract.

Module Objective Indicators are provided below to provide context for the corresponding Output Indicators. But within the scope of this contract, the listed Module Objective Indicators are assumed to be indirectly achieved following the achieving of the Output Indicators.

The Output Indicators must be fully achieved by rendering the following described work packages. However, the contractor is only responsible for:

- Rendering and achieving the following described work packages and activities and for the corresponding mentioned milestones.
- Achieving the following Output Indicators Target Values strictly per the dates mentioned in the following table (Table 1):

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Table 1:

Output Indicator Target Value	Cumulative Progress Towards Target Value¹	
Output indicator 2.1 6 financial service providers whose capacities with regard to inclusive green finance for MSMEs or financial technology have improved in two out of the below seven operational areas.	2 financial service providers whose capacities with regard to inclusive green finance for MSMEs or financial technology have improved in two out of the below seven operational areas by December 31 2027	6 financial service providers whose capacities with regard to inclusive green finance for MSMEs or financial technology have improved in two out of the below seven operational areas by February 28 2029
Output indicator 2.2 120 employees, thereof 50 women, of financial service providers who have successfully participated in training measures for inclusive green finance or fintech.	70 employees, thereof 20 women, of financial service providers who have successfully participated in training measures for inclusive green finance or fintech by December 31 2027	120 employees, thereof 50 women, of financial service providers who have successfully participated in training measures for inclusive green finance or fintech by February 28 2029
Output indicator 4.2 3 project outlines for mobilising international climate finance in relation to MSMEs that have been submitted by a financial service provider to a relevant actor for alignment, thereof 1 project outline related to the water sector.	1 project outlines for mobilising international climate finance in relation to MSMEs that have been submitted by a financial service provider to a relevant actor for alignment, thereof 1 project outline related to the water sector by December 31 2027	3 project outlines for mobilising international climate finance in relation to MSMEs that have been submitted by a financial service provider to a relevant actor for alignment, thereof 1 project outline related to the water sector by February 28 2029

¹ It is expressly noted that the dates set out in this table differ in certain instances from those contained in the Results Matrix. Notwithstanding any such discrepancy, the dates specified in this table shall prevail and shall be binding upon the Contractor.

Module objective: MSMEs in Jordan benefit from a more inclusive green financial system.

Module objective indicator 2:

EUR 7 million of funding mobilised by MSMEs through inclusive green financial products or fintech solutions, thereof EUR 2 million in water related investments.

Baseline Value: EUR 1.5 million

Target Value: EUR 8.5 million, thereof 2 million in water related investments

Source of data²: Analysis of management information systems (MIS) data from financial service providers (including banks, microfinance institutions (MFIs), leasing companies, loan guarantee, agricultural and renewable energy finance companies, fintechs, funds, etc.) partnering with the project, with reference to the volume of funds that has been mobilised by MSMEs with the help of adapted or newly developed inclusive green financial products. Financial products include loans, savings products, leasing, insurance, guarantees, factoring, etc. Inclusive and green in this connection means that the financial product is designed for green (e.g. energy efficiency, renewable energy, reduced water consumption, circular economy) and/or inclusive (focus on women or women led enterprises) purposes.

Output 2: The technical and institutional capacities of financial service providers in the area of inclusive green finance for MSMEs are strengthened.

Output indicators:

Output indicator 2.1

6 financial service providers whose capacities with regard to inclusive green finance for MSMEs or financial technology have improved in two out of the below seven operational areas.

Baseline Value: 0 financial service providers

Target Value: 6 financial service providers

In addition, alignment should be ensured with the Jordan National Green Taxonomy, relevant international best practices, and any forthcoming national policies or frameworks (e.g., a Green Loan Framework), with the aim of supporting financial service providers to effectively understand, adopt, and apply these frameworks in their operations.

The seven operational areas in relation to inclusive green finance are:

² For the purposes of this ToR, "Source of Data", across this ToR document, refers to the means by which the achievement of the target values are monitored, documented, reported on, and demonstrated (also see Annex "Results matrix")

- Product development and/or adaptation,
- Risk documentation and/or management,
- Strategy development,
- Monitoring,
- Reporting,
- Setting up of an operational unit,
- Cooperation with Fintechs.

Source of data: analysis of the documents presented by the financial service providers with reference to improvement in the different areas. Improved means that the particular financial service provider has implemented one measure in each of two of the areas listed above (e.g. developed a new product; introduced a tool for risk documentation; developed a strategy for inclusive green finance, etc.)

Output indicator 2.2

120 employees, thereof 50 women, of financial service providers who have successfully participated in training measures for inclusive green finance or fintech.

Baseline Value: 50 employees of financial service providers, 15 of them women

Target Value: 170 employees of financial service providers, 65 of them women

Source of data: analysis of participant lists of employees of financial service providers who have taken part in training with reference to successful completion of the course (confirmed by a certificate), disaggregated by gender.

Module objective indicator 4:

EUR 25 million funding requested for MSME-related project proposals for international climate finance instruments.

Baseline Value: EUR 202 million funding volume (this includes Green Climate Fund (GCF) financed projects and green bonds in Jordan)

Target Value: EUR 227 million funding volume

Source of data: analysis of project proposals for climate finance instruments with reference to the funding requested. Proposals are usually submitted by a consortium comprising local and international institutions and companies from the financial sector and the real economy. Project proposals for approaches related to international climate finance include project applications to international climate funds (e.g. Green Climate Fund (GCF), Global Environment Facility, Mitigation Action Facility, Climate Investment Fund), international carbon market projects, including under Article 6 of the Paris Agreement, green bonds or blended finance models. The project proposals are aimed at reducing greenhouse gases, mitigating the effects of climate change or supporting sustainable climate adaptation. The project takes care to ensure that the proposals always provide for the direct involvement of MSMEs or the achievement of results for MSMEs.

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Output 4: Financial service providers have a better understanding of international climate finance.

Output indicators:

Output indicator 4.2³

3 project outlines for mobilising international climate finance in relation to MSMEs that have been submitted by a financial service provider to a relevant actor for alignment, thereof 1 project outline related to the water sector.

Baseline Value: 0 project outlines

Target Value: 3 project outlines

Source of data: analysis of feedback from the relevant actors with reference to the submission of project outlines. Relevant actors are the CBJ, Ministry of Environment, Ministry of Finance, international climate funds, etc.

Work packages

The contractor is responsible for providing the following work packages, achieving the output indicators 2.1, 2.2, and 4.2, and for achieving the corresponding milestones.

Table 2:

Work Package (or Ad-hoc)	Expected (Indicative) Level of Effort (LoE) Allocation in days							Total
	Expert 1	Key Expert 2	Key Expert 3	Key Expert 4	Key Expert 5	Key Expert 6: Pool 1	Key Expert 7: Pool 2	
WP1 - Planning and Inception	10	6	3	3	6	0	0	28
WP2 - Capacity Development and Technical Assistance for Inclusive Green Credit Guarantees and Risk-Sharing Mechanisms	5	14	23	23	0	33	18	116
WP3 - Capacity Development and Technical Assistance for the financial services providers	30	99	175	175	0	273	147	899
WP4 - Advancing Financial Service Providers' Capacity to Access and Mobilize International Climate Finance	10	44	0	0	98	66	25	243
Ad-hoc services not directly relate to the four defined work packages (unallocated to specific work package)	5	10	0	0	0	120 (45 of which in-person)	30	165
Total	60	173	201	201	104	492	220	1451

The scope, type, and structure of all deliverables under this assignment are defined in this ToR. The specific content, methodology, structure, format, and quality of each work plan, timeline, deliverable, and material produced by the Contractor shall be subject to GIZ's prior written review and approval before being considered final.

³ Output Indicator 4.1 is out of the scope of this ToR

Any activity designated in this ToR as in-person shall be delivered in person. The Contractor shall not substitute an in-person activity with an online, hybrid, recorded, or any alternative format. The sole exception is where GIZ issues prior written instruction permitting an alternative mode; the decision rests exclusively with GIZ and shall not be proposed, assumed, or unilaterally initiated by the Contractor.

The Contractor shall comply with all GIZ instructions regarding content, timing, delivery mode, location, structure, sequencing, audience, and format.

Work package 1: Planning and Inception - expected LoE: up to 28 Days

This task aims to review, research, and analyse all relevant information to ensure a comprehensive understanding of the assignment and to refine the implementation approach.

Within the scope discussed below and capped with the resources available, this work package contains, but is not limited to, the following activities:

- **Activity 1.1: Kick-off Workshop with GIZ**
Conduct a workshop with the GIZ team to:
 - Clarify the assignment objectives and scope
 - Discuss initial questions and assumptions to ensure mutual understanding
 - Discuss and agree on reporting requirements, including alignment with relevant indicators and monitoring and evaluation (M&E) requirements
 - Align on expectations, priorities and timelines
 - **Activity 1.2: Desk Review and Background Analysis**
Review all relevant documentation provided by GIZ, as well as publicly available reports, policy frameworks, and market studies related to green finance in Jordan. This includes, where applicable, national strategies, regulatory frameworks, and ongoing initiatives relevant to the assignment.
 - **Activity 1.3: Stakeholder Consultations and Technical Briefings**
In coordination with GIZ, conduct up to six in-person consultations, workshops and/or technical briefings with key stakeholders and market participants (e.g. regulators, financial institutions, sector associations, and relevant stakeholders) to:
 - Validate initial assumptions
 - Gather inputs on current practices, challenges, and opportunities
 - Better understand existing capacities, development needs and to align on expectations
- In addition, the Contractor shall prepare concise minutes of meetings summarizing key discussion points, findings, and agreed follow-up actions from each meeting and consultation. These shall be submitted to GIZ on a rolling basis following each engagement.
- **Activity 1.4: Preparation & Validation of an Inception Report**
Based on the above activities, the Contractor shall prepare and submit an Inception Report (15–20 pages) in English language, which will serve as the foundation for the assignment. The report shall include, at a minimum:
 - A clear project governance and steering structure
 - Stakeholder mapping and engagement plan

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- Methodology and implementation approach based on documented key findings from the kick-off meetings, desk review and the stakeholder consultations and briefings
- Detailed workplan, timeline, and deliverables schedule (adapted from workplan provided in the technical offer). This should be aligned with the milestones and delivery periods outlined in the following work packages
- Identified risks and proposed mitigation measures
- Clear M&E plan and reporting approach, including proposed tools, frameworks, data collection methods to be used and data collection frequency.
- Communication protocols and stakeholder engagement approach
- The Inception Report shall be reviewed and approved by GIZ, following a presentation & validation workshop delivered by the Contractor, and prior to proceeding with subsequent phases of the assignment.

Milestones for work package 1	Delivery period
1 Kick-off workshop	Two weeks from the start of the contract
Up to 6 meetings/workshops with stakeholders	One month from the start of the contract
Inception report	One month from the start of the contract

Work package 2: Capacity Development and Technical Assistance for Inclusive Green Credit Guarantees and Risk-Sharing Mechanisms (*Part of Output 2*) - Expected LoE: up to 116 Days

The objective of this work package is to strengthen the staff and institutional capacities of the Jordan Loan Guarantee Corporation (JLGC) in the area of MSMEs inclusive green finance by providing tailored staff capacity development and institutional advisory services, in accordance to the below seven operational areas (*Output Indicator 2.1*).

The seven operational areas in relation to inclusive green finance are:

- Product development and/or adaptation,
- Risk documentation and/or management,
- Strategy development,
- Monitoring,
- Reporting,
- Setting up of an operational unit,
- Cooperation with Fintechs.

This support shall be aligned with international best practices and relevant national frameworks, including, but not limited to, the Jordan National Green Taxonomy, ensuring consistency with evolving regulatory and policy developments in the green finance landscape.

Within the scope discussed below and capped with the resources available, this work package shall contain, but is not limited to, the following activities:

- **Activity 2.1: Consultation Workshops and Desk Review and Institutional Assessment**

Conduct up to three in-person workshops with GIZ and the JLGC, followed by desk review

of the JLGC's relevant documents to clarify the scope and expectations of the assignment, and gather partner-specific insights on current practices, priorities, and capacity gaps. This activity should build on a rapid assessment that was conducted in February 2026 by GIZ⁴.

The outputs of this activity shall directly inform the institutional and staff baseline capacity assessment and subsequent design of tailored technical assistance and capacity development interventions, in alignment with areas outlines above.

- **Activity 2.2: Development of a Detailed Work Plan**

Develop a structured work plan, clearly outlining the sequencing of activities, timelines, milestones, and expected outputs. The work plan shall be aligned with the findings of activity 2.1 and tailored to the specific needs and priorities of JLGC, ensuring a coherent approach to institutional and staff capacity development.

The work plan shall define clear learning objectives and competency outcomes tailored to different staff groups and functions. It shall clarify the alignment and links between the staff capacity development under activity 2.4 and the tools and frameworks developed under activity 2.3.

Prior to proceeding with subsequent activities, the Contractor shall organize and facilitate a validation workshop with JLGC, in coordination with GIZ, to present and discuss key findings, validate the assessment, and agree on the workplan. The outcomes of the workshop shall be documented and duly reflected in a final updated workplan.

- **Activity 2.3: Development and Delivery of Staff Capacity Development Programme - Expected LoE: up to 30 days⁵**

Design and deliver an in-person tailored and comprehensive staff capacity development programme in inclusive green finance to JLGC staff across different relevant departments (e.g. MSMEs Dept., credit & risk, product development, IT). The trainings shall be practical, application-oriented, and tailored to JLGC's institutional context and staff capacity needs. The programme shall aim to enable staff to effectively absorb and apply the technical assistance delivered under the following activity, and to sustain its impact over the long term.

In addition, the Contractor may organize study tours for selected JLGC staff to relevant regional or international institutions, or to participate in relevant conferences/events. These study tours shall complement the training programme by providing practical exposure to applied models, facilitating peer learning, and strengthening institutional knowledge exchange.

Prior to implementation, the Contractor shall develop and submit a detailed training programme and delivery plan for review and approval by GIZ. This shall include the

⁴ The rapid assessment report will be shared with the selected Contractor after the award date.

⁵ At least 20 of which should be allocated for the delivery of the trainings.

proposed structure, modules, content, timeline, delivery methodology, and target participants across different departments.

The Contractor shall also facilitate the delivery of the programme in either Arabic or English, depending on the audience's preferences and needs.

As part of this component, the Contractor shall develop high quality and professionally formatted editable training materials in both English and Arabic, ensuring long-term usability and institutionalization. These shall include, at a minimum:

- Comprehensive and visually engaging training materials and slide decks
- Trainer's manuals and Training of Trainers (ToT) sessions to support replication and internal knowledge transfer
- Practical case studies and exercises relevant to the local context
- Pre- and post-training assessment tools to measure knowledge acquisition and capacity improvement

- **Activity 2.4: Tailored Advisory Services and Technical Assistance (TA) – Expected LoE: up to 70 days**

Provide in-person hands-on, tailored advisory services and technical assistance to JLGC, focusing on strengthening institutional capacities in at least two of the seven operational areas as described above in WP2.

The TA shall go beyond high-level recommendations and include practical, implementable support, such as the development and/or refinement of internal frameworks, tools, processes, and methodologies, enabling the partner to operationalize inclusive green finance practices. The ultimate objective of this support is to ensure that the TA recipient successfully implements at least one concrete measure in each of the targeted operational areas, thereby demonstrating tangible institutional progress and enhanced capacity.

- **Activity 2.5: Reporting, Documentation, and Assignment Close-Out**

A biannual reporting, in April & October, and a final reporting (end of assignment). Both type of reports, in English language, should include:

- Institutional and staff capacity strengthening assessment, covering:
 - Performance summary, outlining activities delivered, implemented measures results achieved, and progress against defined Key Performance Indicators (KPIs)
 - Baseline vs. endline comparison
 - Sustainability outlook and recommended next steps
- Evidence dossier, comprising annexed documentation to substantiate institutional and staff capacity improvements and institutional adaptation and operationalization. This should be aligned with the sources of data outlined above.
- Knowledge capture and forward-looking recommendations, including:
 - Lessons learned and good practices
 - Key implementation challenges and mitigation approaches
 - Identification of sustainability and scale-up opportunities
 - Targeted recommendations for follow-up support and future programming

Milestones for work package 2	Delivery period
Consultation workshops held	Two months from the start of the contract
Delivery of a detailed work plan	Two months from the start of the contract
Development and Delivery of Staff Capacity Development Programme	Eighteen months from the start of the contract
Tailored Advisory Services and Technical Assistance (TA)	Two years from the start of the contract
Reporting per activity 2.5	Two years from the start of the contract

Work package 3: Capacity Development and Technical Assistance for the financial services providers (*Part of Output 2*) - Expected LoE: up to 899 days

The objective of this work package is to:

1. Strengthen the institutional capacities of 5 financial services providers in the area of MSMEs inclusive green finance by delivering tailored institutional advisory services, in accordance to the seven operational areas described in WP2 (*Output Indicator 2.1*)
2. Strengthen the capacities of at least 120 employees (50 of which are women) in the financial service sector in the space of inclusive green finance for MSMEs by delivering tailored staff capacity development trainings. (*Output Indicator 2.2*)

This work package may target public and private financial services providers (e.g. MFIs, banks, leasing companies, agricultural and renewable energy finance institutions/funds). Activity 3.7, however, shall target financial sector associations, training providers and academic institutions.

This support shall be aligned with international best practices and relevant national frameworks, including, but not limited to, the Jordan National Green Taxonomy, ensuring consistency with evolving regulatory and policy developments in the green finance landscape.

Moreover, this activity shall be closely aligned with a parallel complementary intervention that will be implemented by a separate contractor, which will deliver sector-level, standardized staff training programs. The Contractor is expected to ensure strong coordination and alignment with this complementary intervention, including regular information exchange, harmonization of approaches, and avoidance of duplication, to ensure coherence and maximize overall impact.

The activities in WP3 should, where possible, build on existing trainings and capacity building activities ongoing in the sector and provide a more tailored and focused approach on individual institutions.

Within the scope discussed below and capped with the resources available, this work package, contains but is not limited to, the following activities:

- **Activity 3.1: Development of eligibility and selection criteria, in partnership with GIZ**
Establish clear and objective eligibility and selection criteria, in close coordination with GIZ, to guide the identification and assessment of potential participants. The process shall aim

to attract and select qualified and committed institutions with the capacity and readiness to benefit from technical assistance.

- **Activity 3.2: Participants outreach and selection**

Undertake a structured outreach and selection process to identify and engage suitable participating institutions for the assignment. Outreach activities shall be closely coordinated with GIZ and, where relevant, in collaboration with key sector associations (e.g. the Association of Banks in Jordan (ABJ), Microfinance Network in Jordan (Tanmeyah), and the Jordan Association of Leasing Companies (JALC)) to ensure broad market coverage, transparency, and alignment with sector priorities.

- **Activity 3.3: Kick-off Meeting, Consultation and Desk Review and Institutional Assessment**

Conduct in-person kick-off meetings with GIZ and each selected partners, followed by desk review of the partners' relevant documents, and targeted consultations to clarify the scope and expectations of the assignment, and gather partner-specific insights on current practices, priorities, and capacity gaps. The outputs of this activity shall directly inform the individual institutional and staff baseline capacity assessment and subsequent design of tailored technical assistance and capacity development interventions for each selected partner, in alignment with the seven operational areas described in WP2.

- **Activity 3.4: Development of a Detailed Work Plan**

Develop a structured work plan for each selected partner individually, clearly outlining the sequencing of activities, timelines, milestones, and expected outputs. The work plan shall be aligned with the findings of activity 3.3 and tailored to the specific needs and priorities of each partner, ensuring a coherent approach to institutional and staff capacity development.

The work plan shall define clear learning objectives and competency outcomes tailored to each partner different staff groups and functions. It shall clarify the alignment and links between the staff capacity development under activity 3.6 and the tools and frameworks developed under activity 3.5.

Prior to proceeding with subsequent activities, the Contractor shall organize and facilitate an in-person validation workshop with each selected partner, in coordination with GIZ, to present and discuss key findings, validate the assessment, and agree on the workplan. The outcomes of the workshop shall be documented and duly reflected in a final updated workplan.

- **Activity 3.5: Development and Delivery of Staff Capacity Development Programme - Expected LoE: up to 150 days⁶**

Design and deliver a tailored, in person comprehensive staff capacity development programme in inclusive green finance to relevant staff of five selected partners. The trainings shall be practical, application-oriented, and individually tailored to each partners'

⁶ At least 100 days of which should be allocated for the delivery of the trainings.

institutional context and staff capacity needs, and shall include different departments (e.g. MSMEs dept., credit & risk, product development, IT). The programme shall aim to enable staff to effectively absorb and apply the technical assistance delivered under the following activity, and to sustain its impact over the long term.

In addition, the Contractor may organize study tours for selected partners to relevant regional or international institutions, or to participate in relevant conferences/events. These study tours shall complement the training programme by providing practical exposure to applied models, facilitating peer learning, and strengthening institutional knowledge exchange.

Prior to implementation, the Contractor shall develop and submit a detailed training programme and delivery plan, per selected partner, for review and approval by GIZ. This shall include the proposed structure, modules, content, timeline, delivery methodology, and target participants across different departments.

The Contractor shall facilitate the delivery of the programme in either Arabic or English, depending on the audience's preferences and needs.

As part of this component, the Contractor shall develop high quality and professionally formatted editable training materials in both English and Arabic, ensuring long-term usability and institutionalization. Where possible, the contractor should standardise training materials between the five institutions for efficiency reasons while maintaining tailored content where needed. These shall include, at a minimum:

- Comprehensive and visually engaging training materials and slide decks
- Trainer's manuals and ToT sessions to support replication and internal knowledge transfer
- Practical case studies and exercises relevant to the local context
- Pre- and post-training assessment tools to measure knowledge acquisition and capacity improvement

- **Activity 3.6: Delivery of Tailored Advisory Services and Technical Assistance (TA) – Expected LoE: up to 385 days⁷**

Provide hands-on, in person advisory services and technical assistance, tailored individually to each of the five selected partners, focusing on strengthening institutional capacities in at least two of the seven operational areas described in WP2.

The TA shall go beyond high-level recommendations and include practical, implementable support, such as the development and/or refinement of internal frameworks, tools, processes, and methodologies, enabling the partner to operationalize inclusive green finance practices. The ultimate objective of this support is to ensure that the TA recipient successfully implements at least one concrete measure in each of the targeted operational areas, thereby demonstrating tangible institutional progress and enhanced capacity.

⁷ Days are expected to be allocated fairly and reasonably per selected partner, subject to needs and demand.

- **Activity 3.7: Strengthening Ecosystem Support for Inclusive Green Finance - Expected LoE: up to 120 days**

As part of the broader capacity development and technical support provided to financial institutions, this activity aims to strengthen the surrounding ecosystem that enables financial institutions to effectively design, deliver, and scale inclusive green finance solutions. By engaging key sector actors, including financial sector associations, training providers, and academic institutions, this component will support the institutionalization of knowledge, enhance access to relevant tools and data, and ensure sustained capacity beyond the direct support provided to participating financial institutions.

The specific sub-activities and exact deliverables are not defined yet and will be determined and refined throughout the course of project implementation, in alignment with evolving priorities and the needs identified by the project team. However, this activity may cover the following:

- **Activity 3.7.1: Advising Financial Sector Associations**

Provide ongoing advisory support to financial sector associations to integrate inclusive green finance into existing committees, working groups, and public-private dialogue platforms. This may include supporting the development of sector guidelines, papers, policy briefs, and practical toolkits to guide financial institutions in designing and implementing inclusive green finance products and practices. Where relevant, this may also extend to advising on the development or enhancement of sector-level platforms (e.g. knowledge hubs, Environmental, Social, and Governance (ESG) tools, data-sharing mechanisms) to support market uptake and coordination.

- **Activity 3.7.2: Advising Training Providers**

Support local financial sector training providers in designing and delivering capacity development programmes on inclusive green finance, and/or integrating such content into existing curricula. This may include the development of structured training packages, toolkits, case studies, and programmes, as well as advisory support on scaling and institutionalizing these offerings to ensure long-term sustainability and market relevance.

- **Activity 3.7.3: Facilitating Partnerships with Academic Institutions**

Initiate and support partnerships with Jordanian universities and research institutions to enhance the availability, accessibility, and usability of scientific climate and environmental data for financial sector applications. This may include supporting applied research, data translation into practical financial tools, and collaboration models that link academia with financial institutions to inform risk assessment, product development, and investment decision-making.

- **Activity 3.8: Development of Case Studies, Business Cases and Knowledge Products - Expected LoE: up to 150 days**

To support both knowledge generation and market development objectives, the experts will lead the development of high-quality case studies and knowledge products that not only document experience, but also provide forward looking, practical guidance to inform decision making, product development, and scale up across the financial sector. These documents are mainly addressed to financial sector actors in Jordan.

The specific sub-activities and exact deliverables are not defined yet and will be determined and refined throughout the course of project implementation, in alignment with evolving priorities and the needs identified by the project team. However, this activity may cover the following:

- Case studies, success stories, and knowledge products based on project interventions and emerging market opportunities.
- Document good practices, innovative approaches, and key insights, while also highlighting business cases and pathways for replication and scale.
- Translate technical concepts and field experience into practical, user-oriented materials tailored to financial institutions, policymakers, and ecosystem actors
- Develop forward looking content (e.g. guidance notes, thematic briefs, market insights)

Produced content may be in multiple formats, including written reports, presentations, visual materials, templates and sheets, and where relevant audio or video outputs, ensuring all materials are well structured, professionally formatted, and delivered in editable formats. Content shall be available in English and/or Arabic, as required.

• **Activity 3.9: Reporting, Documentation, and Assignment Close-Out**

Two separate and standalone type of reports, in English language, shall be produced: (i) per partner, and (ii) a consolidated report across all partners, shall be submitted quarterly and upon assignment closing, each including:

- Financial services sector institutional and staff capacity strengthening assessment, as well as ecosystem support assessment covering:
 - Performance summary, outlining activities delivered, implemented measures results achieved, and progress against defined KPIs
 - Baseline vs. endline comparison
 - Sustainability outlook and recommended next steps
- In light of the data sources outline above in Section 2.2, the Contractor shall deliver an evidence dossier, comprising annexed documentation to substantiate institutional and staff capacity improvements and institutional adaptation and operationalization. This shall also extend to document impact within the broader ecosystem actors (associations, academia, training institutions).
- Knowledge capture and forward-looking recommendations, including:
 - Lessons learned and good practices
 - Key implementation challenges and mitigation approaches
 - Identification of sustainability and scale-up opportunities
 - Targeted recommendations for follow-up support and future programming

Milestones for work package 3	Delivery period
Development of eligibility and selection criteria, outreach and selection	Three months from the start of the contract
Delivery of five assessment reports and five detailed work plans for five different partners	Six months from the start of the contract
Delivery of staff capacity development programme for at least 100 (45 of which are women) staff members from five different partners	Two years from the start of the contract

Delivery of tailored advisory services and technical assistance (TA) for five different partners and in two areas for each	Two years from the start of the contract
Delivery of advisory services for and facilitating partnerships with different financial sector associations, training providers, and/or academic institutions	Two years from the start of the contract
Development of case studies, business Cases and/or knowledge products	Two years months from the start of the contract
Reporting per activity 3.9	Two years months from the start of the contract

Work package 4: Advancing Financial Service Providers' Capacity to Access and Mobilize International Climate Finance (*Part of Output 4*) - Expected LoE: up to 243 days

The objective of this work package is to support financial services providers in submitting at least 3 project outlines (1 of which related to the water sector) for mobilising international climate finance in relation to MSMEs to relevant national actors (*Output Indicator 4.2*).

This work package may target public and private financial services providers (e.g. MFIs, banks, leasing companies, agricultural and renewable energy finance intuitions/funds), in close coordination with relevant actors such CBJ, Ministry of Environment, and industry associations.

Within the scope discussed below and capped with the resources available, this work package contains, but is not limited to, the following activities:

- **Activity 4.1: Assessment & guide for the financial sector and international climate finance - Expected LoE: up to 25 Days**

Conduct an assessment of the current level of awareness, capacity, and engagement of financial sector actors with international climate finance. This analysis shall examine key institutional, regulatory, technical, and market-related constraints that limit access to, and mobilization of, international climate finance. In addition, this knowledge product should serve as a guide with practical tips on how to access climate funds.

This study shall include the following chapters:

- Mapping of international climate finance landscape & stakeholder ecosystem analysis
- Overview of relevant climate finance instruments for Jordan, including international climate funds and instruments such as green bonds
- Assessment of financial sector readiness, challenges and institutional gaps covering different sub-sectors (e.g. banks, MFIs, leasing, etc.)
- Market and demand-side constraints
- Brief lessons learned from existing green bonds, highlighting key success factors, challenges, and market potential.
- Practical tips how to access climate funds (target audience is the FIs)
- Recommendations and priority areas for intervention

The findings shall serve as a baseline assessment, providing a clear reference point on existing capacities, gaps, and barriers across the sector. This baseline will inform the design of targeted interventions, capacity development activities, and policy

recommendations under the assignment, and enable the measurement of progress and impact over the course of implementation.

- **Activity 4.2: Advising financial services providers on how to structure proposals for climate finance, develop project pipelines and submit bankable project concepts to climate funds. - Expected LoE: up to 201 Days**

Within the scope discussed below and capped with the resources available, this activity shall contain, but is not limited to, the following:

- **Activity 4.2.1: Development of eligibility and selection criteria, and in partnership with GIZ.**
Establish clear and objective eligibility and selection criteria, in close coordination with GIZ, to guide the identification and assessment of potential participants. The process shall aim to attract and select 3 qualified and committed institutions with the capacity and readiness to benefit from technical assistance.
- **Activity 4.2.2: Participants outreach and selection**
Undertake a structured outreach and selection process to identify and engage suitable participating institutions for the assignment. Outreach activities shall be closely coordinated with GIZ and, where relevant, in collaboration with key sector associations (e.g. the ABJ, Microfinance Network in Jordan (Tanmeyah), and the JALC) to ensure broad market coverage, transparency, and alignment with sector priorities.
- **Activity 4.2.3: Kick-off Meeting, Consultation and Desk Review and Institutional Assessment**
Conduct a kick-off meeting with GIZ and each selected partners, followed by desk review of the partners' relevant documents, and targeted consultations to clarify the scope and expectations of the assignment, and gather partner-specific insights on current practices, priorities, and capacity gaps.
- **Activity 4.2.4: Development of a Detailed Work Plan**
Develop a structured and results-oriented work plan for each selected partner, in English language, clearly outlining the sequencing of activities, timelines, milestones, and expected outputs. The work plan shall be aligned with the findings of the desk review and consultations, and tailored to the specific requirements of the targeted international climate finance fund.

Prior to proceeding with subsequent tasks, the Contractor shall organize and facilitate a validation workshop with each selected partner, in coordination with GIZ, to present and discuss key findings, validate the institutional assessment, and agree on the workplan. The outcomes of the workshop shall be documented and duly reflected in the final workplan.

- **Activity 4.2.5: Delivery of Tailored Advisory Services and Technical Assistance (TA) - Expected LoE: up to 180 days⁸**

Provide hands-on, tailored advisory services and technical assistance to the selected partners, focusing on strengthening capacities, aiming at meeting the requirements and ultimately to successfully submit draft international climate finance proposals to relevant stakeholders. If partner institutions are interested in a green bond issuance, the TA should focus on preliminary screening and capacity building. In that case, the draft should include a workplan for the bond issuance and should be presented to the relevant supervisory bodies.

The TA shall go beyond high-level recommendations and include practical, implementable support, such as accompanying partners in the development of concept notes and funding proposals, aligning projects with fund-specific criteria (e.g. eligibility, safeguards, impact metrics), and strengthening internal frameworks, tools, processes, and methodologies required for successful application and engagement. The ultimate objective of this support is to ensure that each TA recipient progresses toward submitting at least one climate finance project outline.

- **Activity 4.3: Reporting, Documentation, and Assignment Close-Out**

Two separate and standalone type of reports, in English language, shall be produced: (i) per partner, and (ii) a consolidated report across all partners, shall be submitted quarterly and upon assignment closing, each including:

- Institutional and staff capacity strengthening assessment, covering:
 - Performance summary, outlining activities delivered, implemented measures results achieved, and progress against defined KPIs
 - Baseline vs. endline comparison
 - Sustainability outlook and recommended next steps
- Evidence dossier, comprising annexed documentation that is aligned with the sources of data outline above in Section 2.2, and substantiates:
 - Institutional and staff understanding improvement of international climate finance.
 - Submission of project outlines for mobilising international climate finance in relation to MSMEs and the feedback on them.
- Knowledge capture and forward-looking recommendations, including:
 - Lessons learned and good practices
 - Key implementation challenges and mitigation approaches
 - Identification of sustainability and scale-up opportunities
 - Targeted recommendations for follow-up support and future programming

⁸ 60 expert days are expected to be allocated for each selected partner.

Milestones for work package 4	Delivery period
Delivery of the assessment and guide product	Six months from the start of the contract
Advising financial services providers on developing international climate finance proposals	Two years from the start of the contract
Reporting per activity 4.3	Two years from the start of the contract

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project.
- The contractor responds promptly to requests for updates on activity implementation and results, whether through general/detailed reports or qualitative/quantitative data or data templates.
- Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility, including those that were not specified in section 2.2 of these ToRs.
 - Any data points that are needed and requested by the results-based monitoring system of the project.
 - Results that have occurred outside the contractor's direct sphere of responsibility.

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: English

- Inception report as described in WP1
- Interim report(s) as described in WP 2, 3 and 4.

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- Final report not later than contract end.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Additionally, the contractor is required to produce:

- Contributions to the report to GIZ's commissioning party by end of September of every year.

Requirements for company-wide learning, knowledge and innovation:

- Contributions to local conferences in the area of green finance.
- (virtual) contributions to GIZ's sector network "Sustainable Economic Development in the Middle East and North Africa (MENA) region"
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- (Virtual) debriefing with the responsible Competence Centre KC4B20 of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the GIZ, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

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

Data protection

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

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

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

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- **Gender equality:**
In decision-making processes, competence building measures and other activities, attention is paid, as far as possible, to the balanced participation of women and men and the promotion of opportunities for women. Ensure that developed materials are at least gender-sensitive (e.g. implementation roadmap, training materials, monitoring and reporting systems).
- **Environmental protection and climate action (climate change mitigation/adaptation):**
Consideration shall be given to strengthened requirements and processes for mitigating sustainability-relevant risks and negative impacts in the financial sector, as well as improved financial sector's awareness regarding the positive effects and opportunities of sustainable investments. Foster deeper understanding of green finance, sustainability metrics, and environmental governance to help key actors

(government officials, financial institutions, corporate sector, environmental Non-Governmental Organizations (NGOs)) engage with the taxonomy more effectively.

- **Conflict and context sensitivity:**
Consider power dynamics and existing environmental justice issues that may influence the implementation of the activities.
- **Human rights:**
Consider the Minimal Social Safeguards defined in the Jordan National Green Taxonomy during implementation.
- **Security precautions:**
The contractor applies security measures of respective country as indicated by GIZ Risk Management Office (RMO).

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept, especially on the tasks described in WP4.

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors (ideally in graphical form). As far as possible, it should list the actors by name. The tenderer should list potential financial institutions to be partnered with in the WPs 3 and 4 by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible. The tenderer should describe clear methodological approaches to the capacity building activities in WPs 2-4.

3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. This should focus primarily on the outreach and cooperation with the financial institutions to be supported in WPs 2-4. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain a detailed operational plan, broken down per activities, for implementing the work packages and activities in section 2 and the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender.

The operational plan shall include two integral and consistent components:

- (a) an **operational concept** included as a narrative section in the technical offer (4 out of 10 points), and
- (b) an **operational schedule** submitted as a mandatory unprotected Excel annex to the technical offer (6 out of 10 points).

Operational Concept

Although this ToR is for the procurement of services, the operational concept shall follow an output-based logic to ensure achievement of the Output Indicators set out in section 2. These indicators are the responsibility of the tenderer and must be met by the dates specified in Table 1. As those target dates are final deadlines rather than expected delivery dates, the operational concept shall demonstrate how progress will be built up incrementally toward each indicator, with explicit interim milestones and buffers for anticipated delays.

The operational concept, *as a narrative section in the technical offer*, shall be structured around the work packages and activities set out in section 2, and shall specify:

- the proposed approach to sequencing and delivering each activity, including inter-activity dependencies;
- how progress toward each Output Indicator in Table 1 will be built up incrementally, with explicit interim milestones and buffers for anticipated delays;
- the assignment of Expert 1 to Expert 5 and, where applicable, Pool 1 and Pool 2 to activities, including the rationale for matching expert profiles to specific activities and the chosen split between remote and in-person delivery;
- the rationale for the LoE distribution across work packages, activities, and experts, including any deviations from the indicative LoE in section 2 (within the $\pm 5\%$ margin);
- critical risks and dependencies affecting the timeline and the proposed mitigation measures;

Operational Schedule

The activity-level breakdown in the operational schedule, *submitted as a formatted unprotected/unlocked editable Excel file (.xlsx) as a mandatory annex to the technical offer*, shall use the exact titles and numbering (including sub-numbering, where applicable) of the work packages and activities set out in section 2 of this ToR.

For each activity, the operational schedule shall specify:

- all work packages, activities and sub-activities listed in section 2;
- the total LoE in expert days proposed for each sub-activity, activity, and on a work package level;
- the implementation period (start and end dates) and the interim milestones referenced in the operational concept;
- the LoE in expert days contributed by each named expert (Expert 1 to Expert 5) and, where applicable, by Pool 1 and Pool 2. For experts mobilised from the pools, the

tenderer is not required to identify named individuals; the aggregate labels Expert 6 (Pool 1) and Expert 7 (Pool 2) may be used to reflect the corresponding LoE;

- for each contributing expert, the split of those days between remote delivery and in-person delivery in Jordan;
- for each expert not based in Jordan, the periods of planned missions corresponding to the number of international flights and consistent with the proposed in-person days.

The ad-hoc services, *the unallocated portion of Pool 1 and Pool 2 (see table 2)*, is not required to be reflected in the operational schedule.

The total LoE proposed per work package shall remain within $\pm 5\%$ of the expected LoE indicated for that work package in Table 2. The $\pm 5\%$ margin applies to the LoE of each work package and does include indicative resource allocation for ad-hoc pool services (unallocated portion).

3.4.2 Coordination with GIZ or the commissioning project (section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner (section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services or propose potential financial institutions to be partnered with. The tenderer should describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring (section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2. This chapter should propose a clear approach on how the achievement of the indicators in the responsibility of the tenderer (see Section 2) can be monitored.

3.5 Further requirements (section 1.5 of the assessment grid)

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical backstopping. The strategy should describe how the tenderer will ensure the governance and technical quality of all services and deliverables produced in accordance with the specifications set out in section 2. This should propose a clear approach

on how internal governance arrangements, quality control of outputs prior to submission to GIZ, and consistency across work packages and across the key experts and pools of experts will be maintained throughout the assignment.

4. Personnel

The tenderer is required to provide ‘experts’ for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

‘One year of professional experience’ is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Key Expert 1: Team Leader with international experience (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1:

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor’s services with other services delivered by the project at local and national level
- Design, monitoring and evaluation for all activities under all work packages
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 1:

Education/training (section 2.1.1 of the assessment grid):	University degree (‘master’s or German Diploma’) in Economics, Finance, Banking, Accounting or Business Administration
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages (9 out of 10 points)

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	and of Arabic, B1-level in the Common European Framework of Reference for Languages (1 out of 10 points).
General professional experience (section 2.1.3 of the assessment grid):	5 years of professional experience as an employee at commercial bank, investment bank and/or development bank (5 out of 10 points) with a senior role(s) focused on enterprises (not retail) credit, risk management, relationship management, business development, product development and/or corporate finance (5 out of 10 points)
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, all of which acquired within the last 10 years
Leadership/management experience (section 2.1.5 of the assessment grid):	10 years of management experience in projects, companies or other organizations with disciplinary leadership responsibility for 10 people or more
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, outside Jordan (country of assignment), all of which acquired within the last 10 years
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	5 years of professional experience in MENA (in accordance with UN DESA Statistics Division) (6 out of 10 points), of which 2 years in Jordan (4 out of 10 points)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	Not applicable
Other (section 2.1.9 of the assessment grid):	5 years of professional experience in sustainable and/or green taxonomy development and/or implementation (5 out of 10 points) and financial sector capacity development through delivering training and/or ToT on green loan product development, disclosure/reporting under ISSB / IFRS S1–S2 and/or ESMS (5 out of 10 points)

Key Expert 2: Coordination and Backstopping Lead with national experience (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2:

- Under the supervision of Expert 1, provide continuous technical support to the implementation of all work packages, ensuring coherence and quality across activities as well as timely delivery.
- Support the Team Lead in the overall coordination of project activities, including detailed planning, sequencing, and scheduling of tasks.
- Ensure effective internal coordination among experts, including clear task allocation, follow-up, and timely delivery of outputs.

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- Facilitate, coordination, communication and structured engagement processes, including consultations, technical meetings, workshops, trainings and validation sessions.
- Serve as a bridge between technical experts and stakeholders by providing informed technical inputs during discussions, consultations, and decision-making processes, ensuring local context is always factored in.
- Contribute to the preparation and review of reports (e.g., inception, progress, and final reports), ensuring clarity, structure, and technical soundness.
- Maintain proper documentation of meetings, decisions, and stakeholder feedback.

Qualifications of expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree ('master's or German Diploma') in Economics, Finance, Banking, Accounting or Business Administration
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points) and of Arabic, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points).
General professional experience (section 2.2.3 of the assessment grid):	3 years of professional experience as an employee at a financial institution
Specific professional experience (section 2.2.4 of the assessment grid):	5 years of professional experience with consultancy firms, with direct involvement in coordination, communication and backstopping in projects related to the financial sector, all of which acquired within the last 7 years
Leadership/management experience (section 2.2.5 of the assessment grid):	2 years of management experience in projects, companies or other organizations with disciplinary leadership responsibility for 3 people or more
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	3 years of professional experience in Jordan
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	Not applicable

Key Expert 3: Financial Institutions Capacity Development Lead 1 with international experience (section 2.3 of the assessment grid)

This position is a key expert.

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Tasks of expert 3:

- Overall responsibility and technical leadership for work packages 2 and 3, along with support for work package 1 & 4
- Technical inputs for the design, implementation, monitoring and evaluation of capacity development measures for local partners under work package 2 and 3
- Responsibility for ensuring activities are aligned with international best practices and national frameworks (e.g. CBJ Green Finance Strategy, Jordan National Green Taxonomy)

Qualifications of expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree ('master's or German Diploma') in Economics, Finance, Banking, Accounting or Business Administration
Language (section 2.3.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages (9 out of 10 points) and of Arabic, B2-level in the Common European Framework of Reference for Languages (1 out of 10 points).
General professional experience (section 2.3.3 of the assessment grid):	5 years of professional experience as an employee at commercial bank, investment bank and/or development bank (5 out of 10 points) with a senior role(s) focused on enterprises (not retail) credit, risk management, relationship management, product development and/or corporate finance (5 out of 10 points)
Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, all of which acquired within the last 10 years
Leadership/management experience (section 2.3.5 of the assessment grid):	5 years of management experience in projects, companies or other organizations with disciplinary leadership responsibility for 5 people or more
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	5 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, outside Jordan (country of assignment), all of which acquired within the last 10 years
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, in MENA, all of which acquired within the last 5 years
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	Not applicable
Other (section 2.3.9 of the assessment grid):	5 years of professional experience in sustainable and/or green taxonomy development and/or implementation (5 out of 10 points) and financial sector capacity development through delivering training and/or ToT on green loan product development,

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	disclosure/reporting under ISSB / IFRS S1–S2 and/or ESMS (5 out of 10 points)
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Key Expert 4: Financial Institutions Capacity Development Lead 2 with national experience (section 2.4 of the assessment grid)

This position is a key expert.

Tasks of expert 4:

- Overall responsibility and technical leadership for work packages 2 and 3, along with support for work package 1 & 4
- Technical inputs for the design, implementation, monitoring and evaluation of capacity development measures for local partners under work package 2 and 3
- Responsibility for ensuring activities are aligned with international best practices and national frameworks (e.g. CBJ Green Finance Strategy, Jordan National Green Taxonomy)

Qualifications of expert 4:

Education/training (section 2.4.1 of the assessment grid):	University degree (master's or German Diploma) in Economics, Finance, Banking, Accounting or Business Administration
Language (section 2.4.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points) and of Arabic, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points).
General professional experience (section 2.4.3 of the assessment grid):	5 years of professional experience as an employee at a financial institution (5 out of 10 points) with a senior role(s) focused on enterprises (not retail) credit, risk management, relationship management, product development and/or corporate finance (5 out of 10 points)
Specific professional experience (section 2.4.4 of the assessment grid):	5 years of professional experience advising banks (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, all of which acquired within the last 10 years
Leadership/management experience (section 2.4.5 of the assessment grid):	5 years of management experience in projects, companies or other organizations with disciplinary leadership responsibility for 5 people or more
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	5 years of professional experience advising non-bank financial institutions (as an external technical expert, consultant and/or advisor) on enterprises (not retail) green finance, in Jordan, all of which acquired within the last 7 years

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Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	Not applicable
Other (section 2.4.9 of the assessment grid):	5 years of professional experience in delivering training and/or ToT on green loan product development, disclosure/reporting under ISSB / IFRS S1–S2 and/or ESMS

Key Expert 5: Climate Finance Lead with international experience (section 2.5 of the assessment grid)

This position is a key expert.

Tasks of expert 5:

- Overall responsibility and technical leadership for work packages 4, along with support for work package 1
- Technical inputs for the design, implementation, monitoring and evaluation of capacity development measures for local partners under work package 4
- Responsibility for ensuring activities are aligned with international best practices and national frameworks (e.g. National Climate Change Policy, NDC Action Plan)

Qualifications of expert 5:

Education/training (section 2.5.1 of the assessment grid):	University degree ('master's or German Diploma') in Economics, Finance, Banking or Environmental Studies
Language (section 2.5.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages (9 out of 10 points) and of Arabic, B2-level in the Common European Framework of Reference for Languages (1 out of 10 points).
General professional experience (section 2.5.3 of the assessment grid):	10 years of professional experience working at or directly with international climate finance funds, all of which acquired within the last 15 years
Specific professional experience (section 2.5.4 of the assessment grid):	5 years of experience in mobilizing finance for financial intermediaries, focused on business financing, through proposal development of funding applications for international climate funds (e.g. GCF, Mitigation Action Facility (MAF), Adaptation Fund, International Climate Initiative (IKI))
Leadership/management experience (section 2.5.5 of the assessment grid):	7 years of management experience in projects, companies or other organizations with disciplinary leadership responsibility for 10 people or more
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	5 years of professional experience in Official Development Assistance (ODA)-eligible countries outside MENA (country of assignment)
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	3 years of professional experience in MENA (in accordance with UN DESA Statistics Division) (6 out of 10 points), of which 2 years in Jordan (4 out of 10 points)

Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	Not applicable
Other (section 2.5.9 of the assessment grid):	Not applicable

Expert 6: Pool 1 with 6-10 experts with international experience

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 1

This expert pool should provide flexible, demand-driven technical and ad-hoc support for the work packages outlined above and to address evolving needs and priorities within the sustainable finance and financial innovation landscape. It is designed to complement and build on the core work packages by offering specialized expertise, rapid advisory inputs, and targeted interventions across a broad range of thematic and sectoral areas. The support will respond to emerging opportunities, policy developments, and stakeholder requests, ensuring that GIZ and its partners are equipped with timely, high-quality expertise to advance the adoption and scaling of sustainable finance practices.

Experts will be mobilized and selected on a case-by-case basis during the implementation of the project, depending on the specific topic, technical expertise required, and the needs identified by the GIZ project team.

The experts are expected to contribute to a broad range of activities that may be directly or indirectly linked to the work packages outlined above, as well as to emerging priorities within the wider enterprises sustainable finance and financial innovation landscape. This includes, but is not limited to, topics related to ESG integration, green and transition finance, climate finance, impact investing, and blended finance. It also encompasses sectoral applications such as renewable energy and energy efficiency financing, agri-finance, sustainable value chains, supply chain finance and factoring. In addition, the scope covers fintech applications such as digital finance solutions, stable coins, tokenization, and virtual assets.

Experts may also be engaged to provide strategic and technical advice to GIZ and relevant stakeholders, contribute as speakers or facilitators in forums, workshops, and dialogue platforms, and support stakeholder engagement and coordination across the ecosystem.

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Qualifications of the expert pool 1

Education/training	Each expert with a university degree (bachelor's or master's or German Diploma) in Economics, Finance, Banking, Accounting, Business Administration, Environmental Studies or any related field
Language	Each expert with knowledge of English, C1-level and of Arabic, B1-level, in the Common European Framework of Reference for Languages
General professional experience	Each expert with 7 years of professional experience in financial systems development and/or enterprise sustainable finance, acquired within the last 10 years.
Specific professional experience	Each expert with a total of 7 years of professional experience in an advisory or technical role, acquired within the last 10 years, in up to 4 of the following areas of expertise: • Green finance for banks, MFIs, and leasing companies • Project development for international climate finance (e.g. expertise with GCF, MAF, Adaptation Fund, IKI, Global Shield, Fund for Responding to Loss and Damage) • Green finance guarantee schemes • Green bonds issuance (conception and implementation, incl. practical knowledge on the International Capital Market Association (ICMA) frameworks, use-of-proceeds, second party opinion, investor relations) • Blended finance • ESG integration, taxonomy alignment, and climate risk / reporting frameworks (e.g. International Financial Reporting Standard (IFRS) 2) • Financial sector IT systems and digital infrastructure • Supply chain finance, and factoring • Financial innovation and fintech (including tokenization, virtual assets, smart contracts, stablecoins) • Environmental and social safeguards / Gender requirements in project development • Climate impact analysis / monitoring • Economic and financial analysis of green projects • Design of financial structuring The above-mentioned areas of expertise should have been acquired with a link to one of the following sectors: water resources, agriculture, renewable energy and energy efficiency, biodiversity and ecosystem management, waste management and circular economy, sustainable urban development and infrastructure, Experts can cover up to 4 areas of expertise. The above-mentioned areas of expertise should have been acquired with a link to one of the following sectors: water resources, agriculture, renewable energy and energy efficiency, biodiversity and ecosystem management, waste

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	management and circular economy, sustainable urban development and infrastructure.
Leadership/management experience	not applicable
International professional experience outside the country/region of assignment	Each expert with 5 years of professional experience in Official Development Assistance (ODA)-eligible countries outside MENA (country of assignment)
Professional experience in the country/ region of assignment	Each expert with 2 years of professional experience in the MENA region (in accordance with UN DESA Statistics Division)
Experience in the field of development cooperation	Each expert with 1 year of experience in development cooperation projects
Other	not applicable

Expert 7: Pool 2 with 6-10 experts with national experience

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 2

This expert pool should provide flexible, demand-driven technical and ad-hoc support for the work packages outlined above and to address evolving needs and priorities within the sustainable finance and financial innovation landscape. It is designed to complement and build on the core work packages by offering specialized expertise, rapid advisory inputs, and targeted interventions across a broad range of thematic and sectoral areas. The support will respond to emerging opportunities, policy developments, and stakeholder requests, ensuring that GIZ and its partners are equipped with timely, high-quality expertise to advance the adoption and scaling of sustainable finance practices.

Experts will be mobilized and selected on a case-by-case basis during the implementation of the project, depending on the specific topic, technical expertise required, and the needs identified by the GIZ project team.

The experts are expected to contribute to a broad range of activities that may be directly or indirectly linked to the work packages outlined above, as well as to emerging priorities within the wider enterprises sustainable finance and financial innovation landscape. This includes, but is not limited to, topics related to ESG integration, green and transition finance, climate finance, impact investing, and blended finance. It also encompasses sectoral applications such as renewable energy and energy efficiency financing, agri-finance, sustainable value chains, supply chain finance and factoring. In addition, the scope covers fintech applications such as digital finance solutions, stable coins, tokenization, and virtual assets.

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Experts may also be engaged to provide strategic and technical advice to GIZ and relevant stakeholders, contribute as speakers or facilitators in forums, workshops, and dialogue platforms, and support stakeholder engagement and coordination across the ecosystem.

Qualifications of the expert pool 2

Education/training	Each expert with university degree (bachelor or master's or German Diploma) in Economics, Finance, Banking, Accounting, or Business Administration, Environmental Studies or any related field
Language	Each expert with knowledge of Arabic, C2-level and of English, C1-level in the Common European Framework of Reference for Languages
General professional experience	Each expert with 5 years of professional experience in financial systems development and/or enterprise sustainable finance, acquired within the last 10 years.
Specific professional experience	Each expert with 5 years of professional experience in advisory or technical role in one of the below areas of expertise - acquired within the last 10 years. At least one expert for each of the below areas of expertise (expert may cover more than one area): • Green finance for banks, MFIs, leasing, and loan guarantee companies • Agricultural, renewable energy, and energy efficiency finance • International climate finance and blended finance (e.g. expertise with GCF, MAF, Adaptation Fund, IKI) • ESG integration, taxonomy alignment, and climate risk / reporting frameworks • Financial sector IT systems and digital infrastructure • Supply chain finance, and factoring
Leadership/management experience	not applicable
International professional experience outside the country/region of assignment	not applicable
Professional experience in the country/ region of assignment	Each expert with 7 years of professional experience in the Jordan (country of assignment)
Experience in the field of development cooperation	Each expert with 1 year of experience in development cooperation projects
Other	not applicable

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to United Nations Statistics Division ([UNSD methodology](#)) for country assignment.

The tenderer must assign all the proposed key experts (Expert 1-Expert 5) to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Staff presentation

(section 2.11 of the assessment grid)

- Not applicable -

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

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Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights (round trip)	Number of national flights
Expert 1: Team Leader with international experience	39	21	60	No	5	0
Expert 2: Coordination and Backstopping Lead with national experience	N/A	173	173	No	0	0
Expert 3: Financial Institutions Capacity Development Lead 1 with international experience	47	154	201	No	15	0
Expert 4: Financial Institutions Capacity Development Lead 2 with national experience	N/A	201	201	No	0	0
Expert 5: Climate Finance Lead with international experience	26	78	104	No	10	0
Pool 1 with 6-10 experts with international experience	159	333	492	No	30	0
Pool 2 with 6-10 experts with national experience	N/A	220	220	No	0	0

5.2 National administrative staff

The following national administrative staff are needed:

1 Office assistant for 29 months

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	60 return flights
Total number of regional/national flights	N/A
CO ₂ offsets for flights	EUR 7,800 An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transfer costs	60
Per-diem allowances	630
Accommodation allowances	630
Visa acquisition costs	60
Travel expenses for national administrative staff	N/A

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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 (download at <https://www.bundesfinanzministerium.de>).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Visa acquisition costs

Transfer costs that are reasonable are settled as a lump sum up to the proposed amount.

Notes on the settlement of accommodation allowances outside Germany:

For the country Jordan, tenderers may offer accommodation allowances up to EUR 134,00. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (EUR 100,50) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 100,51 – 134,00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

5.4 Materials and equipment

Budget for materials and equipment: EUR 10,000

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence).

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
not applicable	1 desk	IT equipment (laptops, monitors, printers, etc.)

5.5 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender to cover the operating costs for the implementation of the contract in the country of assignment. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer.

Higher lump sums are not to be included in the tender.

	Months	Lump sum per month up to
Car rental (including driver) and any related operating costs such as insurance, gas, maintenance or similar)	29	EUR 1,500

5.6 Workshops, education, training and study tours

Budget: EUR 200,000

The fixed, unalterable budget above is earmarked for workshops, events, trainings, and study tours for partners and entered in the price schedule. The budget includes the following costs:

- Venues hires
- Technical systems, setups and events management
- Instant translation/interpreting services
- Catering
- Visa, flights, accommodation
- Communication
- Workshop/events materials (stationary, rollups, banners, etc.)
- Design and printing of training material
- Other costs relating to the logistical organisation of events and/or trainings

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 150,000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 25 pages (not including the cover page, list of abbreviations, table of contents, brief introduction, operational plan (both text and excel) and CV for the backstopping). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs must also be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references.

Each reference must further indicate whether the experience was gained as an employee of the organisation or as an external consultant/advisor, and where an assignment covered more than one segment of the financial services sector, the experience must be presented separately for each sub-sector (for example banks / MFIs). The references contained in the CVs must therefore include the following information:

- Name of the company/organisation/reference project in which the expert worked
- Whether the expert was engaged as an employee (full-time or part-time) of the organisation or as an external consultant/advisor. For consultancy assignments, the end client/beneficiary must be named, together with the contracting modality (direct individual contract, or engagement through a named intermediary firm). Employment and consultancy experience must not be combined within a single reference entry.
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)

- **Where the reference spans more than one segment of the financial services sector (for example commercial banks, microfinance institutions (MFIs), leasing companies, insurance providers, or guarantee institutions), the experience must be disaggregated and presented separately for each sub-sector, specifying the institution(s) concerned, the expert's role, the period of engagement, and the concrete outputs delivered. Aggregated descriptions that bundle several sub-sectors under a single heading are not acceptable.**
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

Vague, open-ended or overlapping statements that bundle distinct engagements or sub-sectors into a single undifferentiated reference must be avoided. By way of illustration, a statement such as *"2010 – Present: advising financial services providers, including banks, MFIs and leasing companies, on green finance topics"* must be avoided. Each engagement must instead appear as its own dated reference entry with a clearly defined role and verifiable outputs.

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following options if it wishes to expand the tendered services. The following Option A, B and C under 7.1 can be activated in parallel and are not alternative to each other. This is described in detail below.

Option 7.1A:

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The option should prolong the overall contract term by a maximum of 12 months, and the additional contract value for the Option 7.1A must not exceed 1,000,000.00 EUR.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

Option 7.1B Climate Finance Project Proposal Development:

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ expanding the services specified in WP 4 under section 2 of these Terms of Reference regarding the development of a project proposal for a climate fund. The option should prolong the overall contract term by a maximum of 10 months, and the additional contract value for the Option 7.1B must not exceed 350,000.00 EUR.

The services under WP4 aim to develop 3 project outlines that are submitted to relevant national actors in line with Output indicator 4.2. In order to achieve Module indicator of EUR 25 million funding requested for MSME-related project proposals for international climate finance instruments, there is a need to develop a project proposal based on the outlines developed. The Option 7.1B therefore aims to deepen the tailored advisory services under activity 4.2.5 to also include for instance accreditation readiness or partnership with accredited entity, feasibility analysis, definition of financing structure, project proposal development including for example economic and financial analysis, climate impact estimations, environmental and social safeguards, monitoring plan, budget and workplan.

Precondition: The supported partners under WP4 express interest in receiving support to further develop the concept into a project proposal for an international climate fund in written format, including their contribution to the process.

Option 7.1C Green Bonds:

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ expanding the services specified in WP 4 under section 2 of these Terms of Reference regarding the issuance of a green bond. The option should prolong the overall contract term by a maximum of 10 months, and the additional contract value for the Option 7.1C must not exceed 350,000.00 EUR.

While the services under WP4 focus mostly on the development of project outlines, it also leaves the flexibility to explore the opportunity of a green bond issuance. In order to achieve Module indicator of EUR 25 million funding requested for MSME-related project proposals for international climate finance instruments, the issuance of a green bond by one of the partner institutions could be envisioned. The Option 7.1C therefore aims to deepen the tailored advisory services under activity 4.2.5 to support partner institutions on a green bond issuance, in case this opportunity emerges. This may include identification of eligible green investments, development of a green bond framework, support to obtain second party opinion, facilitate anchor investment, capacity building on issuance processes, project screening and selection, advice on monitoring and reporting.

Precondition: The supported partners under WP4 express interest in receiving support on a bond issuance by the project in written format, including their contribution to the process.

**7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1
German Act against Restraints of Competition (GWB)**

Not applicable.

**7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the
Award of Public Contracts (VgV)**

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the options in 7.1.

8. Annexes

- Results matrix