

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



PUBLIC

Conceptual design and implementation roadmap for a Moroccan Fintech Academy

**Project number/
cost centre:
G-011383-004**
**Tender number:
10040552**

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
DTFE	Direction du Trésor et des Finances Extérieures (under the Ministry of Economy and Finance)
FK	Expert
FKT	Expert days
KZFK	Short-term expert
LMS	Learning Management System
MEF	Ministère de l'Economie et des Finances (Ministry of Economy and Finance)
MFC	Morocco Fintech Center
PROFI	Programme d'appui à la finance inclusive
SNIF	Stratégie Nationale de l'Inclusion Financière-National Strategy for Financial Inclusion
SO	Specific Outcome
ToRs	Terms of reference

1. Context

The “Programme d'appui à la finance inclusive (PROFI)” is a financial inclusion support programme in Morocco financed by the European Union and co-financed by the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme is implemented by GIZ-Morocco in partnership with Moroccan institutional counterparts.

PROFI's overarching goal is to improve the economic and social inclusion of population segments that remain excluded from or underserved by formal financial products and services in Morocco. This objective is pursued through two specific outcomes: SO 1- strengthening the monitoring, steering, and communication capacities of governance bodies and key financial inclusion operators in support of Morocco's National Financial Inclusion Strategy (SNIF); and SO 2- promoting innovative and sustainable approaches to the economic and financial inclusion of women and youth.

To deliver on these outcomes, PROFI is structured around four delivery components: a SNIF monitoring and communication framework operationalised by the Comité de Pilotage et de Coordination (CPC) and the Direction du Trésor et des Finances Extérieures (DTFE); a financial literacy offering targeting at least 1,000 women and youth; new inclusive financial products adapted to rural populations; and matchmaking and support platforms for innovative and sustainable finance accessible to micro and very small enterprises (MEs/VSEs).

The present mission supports an initiative led by the Morocco Fintech Center (MFC), a non-profit association bringing together public and private members, mandated to support fintechs and innovative project holders in fostering the development of financial technologies, and contributing to the transformation of Morocco's financial services sector. In coordination with MEF/DTFE, the MFC is spearheading the design of a Fintech Academy, a strategic initiative to position Morocco as a regional hub for fintech training and talent development across the MENA region and Africa. The Inclusive Fintech Academy aims to train and certify professionals capable of designing fintech solutions that promote the economic and financial inclusion of the populations targeted by the SNIF (women, young people, very small businesses, and rural areas).

In support of this initiative, GIZ/PROFI is launching the present call for tenders to commission the technical expertise required for the Academy's design.

2. Tasks to be performed by the contractor

The contractor is responsible for delivering a four-phase consultancy mission leading to the full conceptual design of the Fintech Academy.

Phase 1: Ecosystem diagnostic and skills needs assessment

The contractor shall:

- Map the existing fintech training and education landscape in Morocco, covering public, private, and academic providers;
- Conduct a field survey to document skills and training needs across the fintech ecosystem, including startups, financial institutions, regulators, actors involved in financial inclusion, and other relevant stakeholders. The contractor shall propose a quantitative methodology specifying the number of interviews, focus groups, and surveys to be conducted, as well as the scope and sampling approach;
- Consolidate findings into a baseline assessment identifying critical skills gaps and unmet training needs.

Deliverable:

- *L1: Inception note and detailed work plan*
- *L2: Diagnostic report*

Phase 2: International Benchmark

The contractor shall:

- Analyse a minimum of 12 comparable jurisdictions, including Saudi Arabia, Jordan, Egypt, Malaysia, Singapore, the United States, Ireland, Germany, and the Global Fintech Academy, plus at least five additional references to be proposed by the contractor; with a preference for references offering relevant experience in fintech-driven financial inclusion
- The benchmark shall cover, at minimum: governance models, curriculum design, pedagogical approaches, economic and financial models, and impact indicators.

Deliverable:

- *L3: International benchmark report*

Phase 3: Academy Design

The contractor shall:

- Design the overall architecture of the Fintech Academy, including its institutional positioning and operating model;
- Develop both summary and detailed curricula, differentiated by target audience: students, startups, financial professionals, and regulators, with dedicated modules on the design of fintech solutions serving the financial inclusion of underserved populations;
- Elaborate pedagogical frameworks and learning modalities;
- Design the Fintech Academy's branding, including visual identity and graphic charter;
- Compare multiple deployment scenarios for the Academy, including but not limited to: an independent digital platform, an academic partner-embedded model, a public-private partnership structure, or integration with an existing regional or international fintech learning initiative, and recommend the most suitable model based on sustainability, scalability, and alignment with MFC's mandate, and with the Academy's financial inclusion objective;
- Propose partnership frameworks, governance models, and economic models with multiple financing scenarios.

Deliverable:

- *L4: Global architecture and design report*

Phase 4: Roadmap

The contractor shall:

- Develop an operational action plan for the period 2027-2029, with clearly defined short, medium, and long-term milestones;
- Design a KPI framework and monitoring and evaluation mechanism to track the Academy's performance and impact, including indicators measuring the Academy's contribution to the financial inclusion of the populations targeted by the SNIF.

Deliverable:

- *L5: Roadmap 2027–2029 with KPIs and detailed action plan*

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

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting with GIZ, MEF/DTFE and MFC: methodology and work plan	Within 1 week after contract start / Online
Submission of the inception report, including detailed methodology, stakeholder mapping, and implementation schedule (L1)	Within 2 weeks after contract start / Electronic submission / Contractor
Validation of L1	Week 3 / GIZ + MEF/DTFE + MFC / Online
Launch of field survey and stakeholder interviews (Phase 1)	Within 3 weeks after contract start / Morocco (Rabat + other relevant locations) / Contractor
Submission of diagnostic report (L2)	Within 6 weeks after contract start / Electronic submission / Contractor
Validation of L2	Week 7 / GIZ + MEF/DTFE + MFC / Online
Submission of international benchmark report (L3)	Within 10 weeks after contract start / Electronic submission / Contractor
Validation of L3	Week 11 / GIZ + MEF/DTFE + MFC / Online
Submission of global architecture and design report (L4)	Within 14 weeks after contract start / Electronic submission / Contractor
Presentation of L4	Within 15 weeks after contract start / Morocco (Rabat)/ Contractor + GIZ + MEF/DTFE + MFC
Validation of L4	Week 16 / GIZ + MEF/DTFE + MFC / Online
Submission of roadmap 2027–2029 with KPIs (L5)	Within 18 weeks after contract start / Electronic submission / Contractor
Final presentation and mission closure	Within 20 weeks after contract start / Morocco (Rabat)/ Contractor + GIZ + MEF/DTFE + MFC

* All deliverables (L1 to L5) shall be submitted in French.

Period of assignment: from September 1, 2026, until May 31, 2027.

Operational requirements

At the start of the mission, the contractor shall attend a briefing meeting with the mission steering committee, comprising representatives of PROFi, MEF/DTFE, and MFC, as well as other relevant partners where applicable. Throughout the mission, the GIZ/PROFi Technical Advisor in charge of the assignment will make all relevant documents available to the contractor to support the successful completion of the mission.

The contractor is required to maintain **a local expert for the entire duration of the mission**. This local expert shall ensure coordination with local stakeholders, real-time supervision of field activities, and organizational preparation for workshops and steering meetings. Regular on-site meetings and progress reviews shall be organized to ensure alignment with objectives and timely incorporation of stakeholder feedback.

International experts shall conduct a minimum of **three in-country missions** to Morocco:

- **Mission 1** (Phase 1): field data collection and stakeholder interviews, up to 5 days;
- **Mission 2** (Phase 3): presentation and validation of the global architecture report (L4), up to 3 days;
- **Mission 3** (Phase 4): final presentation of the roadmap (L5) and official mission closure, up to 3 days.

The contractor is responsible for the selection, preparation, and management of all national and international experts mobilized under this assignment.

3. Concept

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

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

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them. To this end, the tenderer presents and analyses the relevant actors and their interaction within its area of responsibility (1.2.1), then presents and justifies the strategy with which it intends to establish and maintain cooperation with these actors (1.2.2).

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail. (1.6.1)

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule. (1.6.2)

The tenderer is required to describe its backstopping concept (1.6.3). The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission

- Securing the administrative conclusion of the project

Further requirements (1.7)

In particular, the tenderer shall describe how gender considerations are integrated into the diagnostic methodology (Phase 1) and the curriculum design (Phase 3), notably with regard to access barriers faced by women in fintech training and professional development in Morocco.

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the quality and timely delivery of all outputs under this consultancy
- Leading and coordinating the expert team across all four phases
- Serving as the primary interlocutor with GIZ/PROFI, MEF/DTFE, and MFC
- Personnel management, including planning and steering of short-term expert assignments within the available budget
- Ensuring knowledge transfer and stakeholder engagement throughout the mission
- Regular reporting in accordance with contractual deadlines

Qualifications of the team leader

Education/training (2.1.1): university degree (master's or equivalent) in Finance, Economics, Business Administration, Public Policy, or a related field

Language (2.1.2): C1-level language proficiency in French

General professional experience (2.1.3): 15 years of professional experience in financial sector development

Specific professional experience (2.1.4): 8 years of experience in designing or managing fintech or financial inclusion programmes; in the design and establishment of training centres, academies, or centres of excellence.

Leadership/management experience (2.1.5): 5 years of experience as team leader or project manager in international consultancy missions

Regional experience (2.1.6): 3 years of experience in projects in the MENA or African region
Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects
Other (2.1.8): Familiarity with Morocco's financial sector regulatory framework and institutional landscape: one mission conducted in Morocco in the financial sector

Fintech Expert

Tasks of the Fintech Expert

- Leading the international benchmark analysis across 12+ comparable jurisdictions (Phase 2)
- Contributing to the design of the Academy's global architecture, governance model, and economic model (Phase 3)
- Advising on fintech industry trends, emerging technologies, and market dynamics relevant to the Academy's positioning
- Supporting the development of the roadmap and KPI framework (Phase 4)

Qualifications of the Fintech Expert

Education/training (2.2.1): university degree (master's or equivalent) in Finance, Financial Technology/Computer Science, Economics, or a related field

Language (2.2.2): C1-level language proficiency in French

General professional experience (2.2.3): 12 years of professional experience in financial sector development

Specific professional experience (2.2.4): 8 years of experience in fintech ecosystem development, regulatory frameworks, or digital finance strategy

Development cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

Other (2.2.8): N.A.

Pedagogical Design Expert

Tasks of the Pedagogical Design Expert

- Leading the design of all curricula (summary and detailed) differentiated by target audience: students, startups, financial professionals, and regulators (Phase 3)
- Developing pedagogical frameworks and learning modalities
- Contributing to the diagnostic of existing training offerings and skills gaps (Phase 1)
- Advising on quality assurance mechanisms for the Academy's educational offer

Qualifications of the Pedagogical Design Expert

Education/training (2.3.1): University degree (master's or equivalent) in Education, Economics or a related field

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

General professional experience (2.3.3): 8 years of professional in curriculum design, pedagogical engineering, or learning programme development

Specific professional experience (2.3.4): 5 years of experience in designing multi-audience training programmes in the fintech, or professional development sector; including one (1) experience with blended and digital learning environments.

Local Expert

Tasks of the local Expert

- Serving as the primary liaison between the contractor and local stakeholders throughout the mission
- Coordinating and facilitating stakeholder interviews, field surveys, and focus groups during Phase 1
- Supporting the organisation of workshops, steering committee meetings, and on-site progress reviews
- Ensuring contextual relevance of all deliverables with regard to Morocco's institutional, regulatory, and ecosystem specificities
- Providing continuous support to international experts during their in-country missions

Qualifications of the local Expert

Education/training (2.4.1): University degree (master's or equivalent) in Finance, Economics or a related field

Language (2.4.2): C1-level language proficiency in French

General professional experience (2.4.3): 10 years of professional in the Moroccan financial sector/fintech ecosystem

Specific professional experience (2.4.4): 5 years of experience in projects related to Morocco's financial inclusion ecosystem

Optional services : The following profiles are only mobilised if the option is formally exercised by GIZ (reference to Section 8)

E-Learning Expert

Tasks of the E-Learning Expert

- Design and develop digital learning resources compatible with a Learning Management System (LMS), including storyboards and e-learning scripts
- Develop interactive and multimedia content for the priority training modules identified in Phase 3
- Ensure technical compatibility of digital content with standard LMS platforms (Moodle, Canvas, or equivalent)
- Develop assessment and evaluation tools (quizzes, assignments) for each module

Qualifications of the E-Learning Expert

Education (2.5.1): University degree (master's or equivalent) in Digital Learning Design, or a related field

Language (2.5.2): C1-level language proficiency in French

General professional experience (2.5.3): 10 years of professional experience in e-learning development and digital content production

Specific professional experience (2.5.4): 5 years of experience in developing LMS-compatible digital learning content

Other (2.5.8): one reference in designing active learning curricula (ex. gamification)

Short term expert pool (3 Experts)

Tasks of the Short-term expert pool

- Develop detailed instructional design for up to 10 priority training modules, including trainer guides, participant manuals, presentations, practical exercises, and case studies

- Prepare assessment materials and evaluation tools for each module
- Contribute subject matter expertise across the thematic areas covered by the Fintech Academy's initial training portfolio

Qualifications of the Short-term expert pool

Education (2.6.1): 3 experts with university degree (master's or equivalent) in Finance, Fintech, Financial inclusion, Digital Banking, or a related field

Language (2.6.2): 3 experts with C1-level language proficiency in French

General professional experience (2.6.3): 3 experts with 8 years of professional experience in fintech, financial inclusion or related field

Specific professional experience (2.6.4): 3 experts with 3 years of experience in delivering or designing fintech training programmes for professional audiences

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of all team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills, in particular sensitivity to Morocco's institutional and cultural context
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking
- Ability to synthesise complex information for diverse audiences, including senior public officials and private sector stakeholders
- Facilitation and stakeholder engagement skills

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Expert	Number of experts	Number of days per expert	Total	Comments
Team leader	1	18	18	--
Fintech Expert	1	26	26	--
Pedagogical Design Expert	1	14	14	--
Local Expert	1	17	17	--
Travel expenses	Quantity	Number per expert	Total	Comments
Travel expenses	Quantity	Price (€)	Total (€)	Comments

Fixed travel budget	1	5.500,00	5.500,00	A budget is earmarked for travel to the following country: Morocco. A fixed budget of EUR 5,500 is earmarked for settling travel expenses against evidence, including international flights, per diem, hotel accommodation, travel within the country of assignment, and transfers to/from airports. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted. Applicable per diem rates follow GIZ standard travel regulations: EUR 41/day (full day on assignment), EUR 28/day (travel days), EUR 87/night maximum (hotel). Planned missions to Morocco: Team Leader: 3 missions (5 + 2 + 2 days on assignment); Fintech Expert : 1 mission (5 days on assignment).
Other costs	Number	Price (€)	Total (€)	Comments
Flexible remuneration	1	7.000,00	7.000,00	A budget of EUR 7.000,00 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Inputs of GIZ or other actors

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

- Make available to the experts all information and documentation necessary for the various stages of the mission;
- Dedicate the time required to ensure the smooth running of the mission;
- Mobilise all staff concerned by the mission;

- Facilitate, to the extent possible, introductions and access to relevant stakeholders for the delivery of the assignment.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English/French.

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

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

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

8. Option

After the services put out to tender have been completed, important elements of these tasks can be continued or extended. Specifically:

Type and scope

The contractor is responsible for providing the following optional services:

Development of Training Content and Learning Resources

Following the validation of the conceptual design of the Fintech Academy, the contractor shall develop the detailed learning content for an initial portfolio of training programmes.

These optional services shall include:

- Development of detailed instructional design for up to 10 training modules identified as priority courses during Phase 3;
- Preparation of trainer guides, participant manuals, presentations, practical exercises, case studies and assessment materials for each module;
- Development of digital learning resources compatible with a Learning Management System (LMS), including storyboards and e-learning scripts where applicable;
- Preparation of quizzes, assignments and evaluation tools for each module;
- Development of a catalogue of recommended reference materials and complementary learning resources;

Deliverable:

- *L6: Complete training content package for the initial portfolio of Fintech Academy courses. (editable source files with transfer of the intellectual property rights).*

Requirements

Exercising the option will depend on formal agreement by MFC to proceed with the development of the Academy's training content and on confirmation by GIZ that financing is available for the implementation phase. The decision on continuation is expected to be made in the period within one month following the approval of Deliverable L4. If the option is exercised, it is anticipated that the contract term will be extended to 31 May 2027.

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

Expert	Number of experts	Number of days per expert	Total	Comments
Short-term expert pool	3	10	30	
Expert-E learning	1	15	15	

Kommentiert [MS1]: These two categories of experts are not described as personnel profiles and are therefore not evaluated in terms of expertise. Please describe the experts' qualifications in Section 4 and designate them as an optional service (with reference to Section 8).
These experts should also be included in the evaluation.

Kommentiert [OZ2R1]: Done. Cf. section 4

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service.

9. Outsourced processing of personal data

The data protection and information security provisions set out in the current version of the General Terms and Conditions (Article 1, Paragraph 6 "Confidentiality" and Paragraph 10 "Data Protection") shall apply.

The performance of the contract may involve the processing of personal data by the contractor, who would alone determine the nature of such data and the manner in which such processing is carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and shall alone be responsible for complying with ALL applicable data protection obligations, including regional and local laws. The contractor shall only process personal data where a given objective cannot reasonably be achieved without such data.

Data protection principles such as lawfulness, data minimisation, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject, must be given particular attention. GIZ shall bear no responsibility whatsoever for such processing.

Assessments, reports, surveys, analyses or any other data and information communicated to GIZ must be provided in strictly anonymous form, meaning that any information relating to an identified or identifiable natural person ("data subject") must be excluded. In particular, data such as sex, age, health status or ethnic origin must be provided in aggregated form only.