



INVITATION TO TENDER FOR

< AA-011951-004 > -

< Gender-Smart Financing - Advisory and Capacity Building Programme for commercial banks >

B. Terms of Reference

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Terms of Reference

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1. **Background information**

1.1. **The European Investment Bank**

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L-2950 Luxembourg

Grand Duchy of Luxembourg

The European Investment Bank (EIB or the Bank) is the financing institution of the European Union (EU). Created by the Treaty of Rome, its shareholders are the Member States of the EU, and its Board of Governors is composed of the Finance Ministers of these States. The EIB enjoys its own legal personality and financial autonomy within the Community system.

The mission of the EIB is to contribute, by financing sound investment, to the policy objectives of the EU, as laid down in its statutes and in decisions of the European Council.

The EIB contributes towards the integration, balanced development and economic and social cohesion of the Members of the EU. To this end, it raises on the markets substantial volumes of funds that aim at financing capital projects according to the objectives of the EU with the most favourable financial terms. Outside the EU the EIB implements the financial components of agreements concluded under European development aid and cooperation policies.

More background information about the EIB may be found on the website www.eib.org

1.2. **EIB Advisory Services**

The EIB offers a large range of advisory services that embrace all stages of the project cycle and beyond, to make investment projects happen inside and outside the European Union.

Advisory activities constitute the third pillar of the Lending, Blending, Advising strategy pursued by the EIB Group. Through this advisory function, the EIB Group supports the European Commission, Member States and public authorities, private enterprises and financial intermediaries in pursuit of the overarching goals – to accelerate the green and digital transition and promote social and economic cohesion.

1.3. **Mandate**

The Assignment is funded under **InvestEU Advisory Hub**.

The InvestEU Programme builds on the successful model of the Investment Plan for Europe, the Juncker Plan, that mobilised more than EUR 500 billion in the period 2015-2020 and included advisory support through the European Investment Advisory Hub (EIAH). The programme consists of three building blocks: the InvestEU Fund, the InvestEU Advisory Hub and the InvestEU Portal (see more information here: https://investeu.europa.eu/index_en).

Building on the success of the EIAH, the InvestEU Advisory Hub acts as the single-entry point for project promoters and intermediaries seeking advisory support, capacity building, and technical assistance related to centrally managed EU investment funds. The InvestEU Advisory Hub complements the InvestEU Fund by supporting the identification, preparation and development of investment projects across the European Union. Together with the InvestEU Portal – the EU’s online matchmaking tool – the aim is to strengthen Europe’s investment and business environment.

Managed by the European Commission and financed by the EU budget, the InvestEU Advisory Hub connects project promoters and intermediaries with advisory partners to help projects reach the financing stage. The EIB is the main implementing partner of the European Commission of the InvestEU programme.

1.4. Relevant project background

The full economic participation of women and men in Europe is key to sustainable and inclusive growth and increased competitiveness. According to European Commission (EC) research, improving gender equality could create 10.5 million jobs by 2050 and boost the European Union (EU) economy by between EUR 1.95-3.15 trillion¹. Furthermore, if female labour force participation were raised in all EU countries to the highest EU standards, EU GDP could increase by 4%².

The need to support women entrepreneurs is particularly acute in the early and growth stages. A 2022 EIB Advisory report highlighted that while women represent more than half of the population, they account for less than 1/3 of entrepreneurs³. The total rate of entrepreneurial activity among European women stands at only 5.7% compared with a worldwide average 11%⁴.

A recent working paper by the EIF finds wide consensus in the academic field that gender-related credit and venture capital (VC) gaps exist in Europe⁵. Access to finance is the biggest barrier both for high-growth start-ups requiring VC and for regular women owned/led SMEs requiring financing from banks. The unequal access to finance radically limits women’s ability to grow their businesses and is one reason why Europe is way behind North America when it comes to female entrepreneurship. Female-funded companies get public support, but mostly in form of grants to get up and running with limited access to the wider range of growth finance⁶.

Nevertheless, financial institutions increasingly understand that supporting female entrepreneurs is not only the right thing to do ethically and socially, but it is also smart business. Providing women with equal opportunities could create USD 160 trillion⁷ in wealth from better use of human talent and there is at least a USD 700 billion global revenue opportunity for financial institutions in better serving women as customers⁸. However, the (often profitable) women’s market remains underserved. Investing in companies serving women makes sense for businesses and society. The European Social and Economic Commission in 2022 highlighted that by creating a fertile ground for women entrepreneurship and the adequate financial and legislative instruments, one can create an inclusive financial ecosystem in the EU and advance faster towards gender equality. Indeed, the European Economic and Social Committee (EESC) recommends that institutions in the private financial sector be given access to technical assistance and training on gender lens investing accordingly⁹.

The European Investment Bank (EIB) has been recognising the importance of gender equality in fostering sustainable economic growth and social development across the European Union. In particular, the EIB Group Strategy on Gender Equality and the Economic Empowerment of Women and its Gender Action Plans (GAP)

¹ [Economic benefits of gender equality in the EU](#), EIGE, 2017

² [EIB Investment Report 2024/2025: Innovation, integration and simplification in Europe](#)

³ [Funding women entrepreneurs: How to empower growth](#), EIB, 2020

⁴ [Gender Entrepreneurship Monitor, 2021](#)

⁵ [Female access to finance: a survey of literature](#), EIF, 2022

⁶ [EIB survey: Evidence for why it makes sense to support female entrepreneurs in Europe](#), EIB, 2022

⁷ [Unrealized potential: the high cost of gender inequality in earnings](#), World Bank Group, 2018

⁸ [A \\$700 Billion Missed Opportunity](#), Oliver Wyman, 2020

⁹ [Gender lens investing as a way to improve gender equality in the European Union | European Economic and Social Committee \(europa.eu\)](#)

aim at furthering women's economic empowerment through intermediated lending, by providing increased access to economic opportunities for women.

Against this background, in July 2023 the EIB approved the Financing for Gender Equality (F4GE) Criteria¹⁰ for financial sector operations. The definition of these criteria allows the EIB Group to establish clear allocation eligibilities and reporting criteria - informing its clients on how operations will be considered and branded as contributing to gender equality and women's economic empowerment. This also enables a better tracking and communication of the EIBG's contribution to gender equality through its operations within the EU.

In addition, the InvestEU Programme is mobilising private and public investment over the period 2021-2027 in line with EU policy priorities. The programme is also complemented by the InvestEU Advisory Hub (IEU-AH), which provides technical support and assistance for projects, and the InvestEU Portal, which brings together investors and project promoters on a single EU-wide database of investment opportunities available in the EU. In this light, InvestEU emphasizes the need for supporting women across Europe, focusing on investments, capacity building and stimulating change ('gender-smart' financing). Moreover, InvestEU is committed to contribute to the EU policies on equality between women and men, inter alia, by addressing the digital gender gap and by encouraging female creativity and entrepreneurial potential.

As part of the EIBG's mandate under InvestEU to contribute to close gender gaps, the IEU-AH agreement establishes Gender-Smart Advisory as a thematic priority, with the objective to: (i) improve access to finance for female-founded and female-led companies, (ii) increase women's representation in the investment community by identifying barriers, strengthening women's capacity, challenging unconscious bias, and (iii) increase awareness of the funding gap and of the missed opportunity. Among other actions, related advisory support shall be provided by working with financial institutions to develop strategies and products addressing the barriers facing women entrepreneurs to access finance, including capacity building initiatives accompanying InvestEU financial products to support access to finance for women-led/owned business.

Against this background, in 2025 the EIB launched the Gender Finance Lab, including a [Gender-smart Finance Master Class for Commercial Banks](#), under the IEU-AH. The Gender Finance Lab advisory programme aims at helping financial institutions, including EU commercial banks, improve access to finance for women-owned and women-led SMEs in Europe. Within this initiative, EIB established the tailored masterclass supporting banks in leveraging the investment opportunities presented by women entrepreneurs, create more innovative and relevant financial products and non-financial solutions, and share good practice among fellow financial institutions to better serve women entrepreneurs towards bridging the gender finance gap. In 2025, a total of 42 EU commercial banks across two cohorts signed up and actively participated in the 6 weeks online course.

In addition, in October 2025 the EIB published the Debt Financing for Gender Equality Study¹¹, which analysed the current landscape of debt financial and non-financial products targeting women entrepreneurs across EU Member States. The study revealed a diverse, though limited, offer of products and pointed to a business opportunity for financial institutions in the EU to target a still-underserved, yet profitable, customer segment.

Furthermore, in October 2025 the Gender Finance Lab provided advanced learning opportunities to selected EU commercial banks in the field of sex-disaggregated data strategies for financial services providers, in collaboration with [the Financial Alliance for Women](#).

Building on the lessons learned, the EIB is now preparing to launch a comprehensive Gender-Smart Finance Advisory and Capacity Building Programme for Banks. This phase will further deepen knowledge and expand the scope and reach of the programme, with a comprehensive offer of capacity building activities, tailored support and building of communities of practice.

In addition, the Gender-Smart Finance Advisory and Capacity Building Programme for Banks will also aim at fostering partnerships with stakeholders that play a relevant role in advancing financing for gender equality. Examples of relevant stakeholders include, inter alia, 2X Global, the Financial Alliance for Women, the World Bank Group's Women Entrepreneurs Finance Initiative (We-Fi), IFC's Global SME Finance Forum, Bloomberg's EU Women in Finance initiative, the World Savings and Retail Banking Institute, the Alliance for Financial Inclusion (AFI), etc.

¹⁰ [Financing for gender equality with the European Investment Bank: Guidelines for banks, funds and microfinance institutions](#), EIB, 2024

¹¹ [Debt financing for gender equality in the EU: 2025 Mapping study](#)

2. Objective and purpose

2.1. Overall objective

The overall objective of this contract will be to contribute to advance access to finance to women entrepreneurs in the EU, particularly for female-led/owned companies.

Specific Objectives

Specific objectives of the assignment include:

- Increase awareness among EU financial institutions on the business case for investing in women entrepreneurs in the EU.
- Provide support to EU financial institutions, in particular commercial banks, to formulate strategies and develop financial products and non-financial solutions that facilitate access to finance for women-led and/or women-owned companies in the EU.

3. Assumptions and risks

3.1. Assumptions underlying the project

The main assumptions of this service contract are:

- There are sufficient interest and commitment from FIs to engage in gender-smart financing initiatives.
- Continued support from the EIB and partner organisations is assumed to be in place, providing the necessary resources and backing for the programme's execution.
- Current and potential FI clients are willing to proactively participate in the assignment's activities.
- In cooperation with the EIB, the Service Provider has access to the appropriate staff within the FIs for the organisation of the advisory and capacity building activities.
- FIs are ready to implement measures proposed by the Service Provider.
- The programme shows flexibility in change and processes and agility in time to response, from its design and throughout its operations

3.2. Risks

The main risks linked to this assignment appear to be the following:

- Limited ability to identify and reach key professionals in the FIs who are likely to be able to promote the women's market agenda inside their organisation forward.
- FIs participation is not sufficient or uneven throughout the entire length of the programme.
- Non-appropriation/low interest of the FIs in the recommendations provided by the assignment.
- Evolving global discussions and differing perspectives on Diversity, Equity & Inclusion initiatives, which may influence stakeholder expectations.

In the Organisation and Methodology Part of its Tender, the Service Provider will provide mitigation measures to the above-mentioned risks. Furthermore, the Service Provider shall identify additional potential risks having an impact on the assignment and describe all related mitigation measures.

4. Specific services, tasks to be performed and technical deliverables to be produced

4.1. Specific activities and tasks to be performed

Based on the progress achieved in the development of the Gender Finance Lab for Commercial banks, as well as the positive engagement received from the participating FIs thus far, this assignment will aim at the development and delivery of a comprehensive gender-smart financing advisory and capacity building programme for FIs, in particular commercial banks - deepening knowledge and scaling up its reach.

Against this background, the Service Provider will be responsible for:

- Capacity building programme design, development, and delivery, which includes curriculum development, support for client onboarding and engagement, as well as establishing and managing learning platforms to develop and disseminate learning materials to a wider audience in the financial sector ecosystem;
- Providing customised advisory support on specific topics related to gender-smart finance (including eligibilities and reporting under the [EIBG Financing for Gender Equality Criteria](#)) to FIs on an ad-hoc basis;
- Identifying cutting-edge gender-smart financing solutions for certain segments of the women's market (for example, care & health sector services providers, innovation and technology businesses, agricultural businesses, etc.)
- Designing and implementing outreach and network-building initiatives, such as facilitating communities of practice, and conducting marketing and awareness campaigns to increase target audience participation.
- Ensuring engagement and strategic collaboration with specialised stakeholders like 2X Global, the Financial Alliance for Women, etc. and cooperation with other initiatives, such as [Women InvestEU](#), [Women Tech EU](#), the [European Parliament Pilot Project on Gender Gap in Investments](#), the World Bank Group's Women Entrepreneurs Finance Initiative (We-FI), IFC's Global SME Finance Forum, Bloomberg's EU Women in Finance initiative, World Savings and Retail Banking Institute, etc.
- Monitoring and reporting on the programme, including structuring and carrying out a monitoring and reporting system to evaluate the effectiveness of capacity building and advisory initiatives, FI/stakeholder participation in communities of practice, and the overall impact of the programme throughout the contract duration.

At the Start of the Implementation Period of the Contract, it is expected that up to 60 EIBG FIs will be engaged in the Gender Finance Lab community of practice. The Service Provider shall contribute to maintain engagement of already on-boarded FIs and to increase the outreach of the programme to the wider financial sector.

The scope of the services includes the following components and tasks:

Component 1: Awareness raising, Knowledge Sharing and Capacity Building

The Service Provider will design, develop and deliver a knowledge sharing and capacity building programme for financial intermediaries aimed at enhancing gender-smart finance practices among financial institutions (FIs), particularly commercial banks, on gender-smart finance practices. The programme will incorporate lessons from previous activities under the Gender Finance Lab and seek to expand and deepen its reach via open-access learning resources. These resources will be designed to engage a broader audience and advance two main purposes of the Gender-Smart Advisory initiative: (i) increase awareness among EU financial institutions on the business case for investing in women entrepreneurs and (ii) showcase gender-smart finance tools and practices.

In collaboration with the EIBG, the Service Provider will also contribute to build and manage strategic, structured, and cooperative relationships with key gender finance networks and initiatives, ensuring the project

is aligned with, contributes to, and leverages the broader ecosystem working on women's economic empowerment and inclusive finance.

Specific tasks shall include:

Task 1.1: Programme design and curriculum development

The Service Provider will develop a structured curriculum encompassing a broad spectrum of topics. This curriculum will cover a wide range of areas, inter alia: collection and analysis of sex-disaggregated data and results measurement; gender-smart eligibility criteria and reporting, including EIBG programmes and instruments; best practices to design and deploy financial and non-financial products and services targeting women entrepreneurs and/or with a gender lens; 2X Global qualification/certification; gender-smart marketing and communication in the financial sector.

To ensure comprehensive knowledge transfer and ongoing engagement, the Service Provider will also design and deliver a package of learning formats. These will include the design of virtual master classes, webinars, training workshops, knowledge-sharing events, and regularly updated advisory guidance materials such as case studies, FAQs, and manuals.

Task 1.2: Set-up and management of capacity building programme delivery platforms

The Service Provider will establish and manage dedicated online platforms that will serve as the central hub for all learning resources, programme updates, and interactive engagement opportunities. Within the Organisation and Methodology part of Tender, the Service Provider is expected to identify and recommend the most suitable platforms, taking into account the delivery mechanisms, the characteristics and preferences of the target audience, as well as the overall timeframe of the programme.

Task 1.3: Production of knowledge materials

The Service Provider shall contribute to the development of high-quality knowledge materials, including, inter alia, studies, factsheets, and case studies. These materials shall strengthen the evidence base for increasing investment in women entrepreneurs across the EU financial ecosystem. They shall also showcase practical gender-smart finance products, initiatives, and institutional practices that commercial banks and other financial institutions can adopt to enhance their gender-responsive financing approaches.

Task 1.4 : Implementation of the Knowledge sharing & Capacity building events

The Service Provider shall organise and manage a variety of knowledge sharing and capacity building events. These events will be held online or in-person in Luxembourg or other EU locations as instructed by the EIB.

The Service Provider will be responsible for conceptualising and developing both online and in-person events' content (including, inter alia, ex-ante capacity needs surveys, if applicable) in collaboration with the EIB. Furthermore, the Service Provider shall manage all aspects of event delivery and logistics, including preparation, on-site management, and follow-up.

Throughout the implementation period of the Assignment, the Service Provider is expected to organise and deliver a tentative total of five (5) in-person events. This indicative number may be adjusted by the Bank to reflect evolving needs, subject to mutual agreement and without prejudice to the overall scope or objectives of the Assignment

Four calendar weeks before each event takes place, the Bank will liaise by e-mail with the Service Provider to set a meeting to discuss and agree with the Service Provider the details of the tasks expected to be performed by the Service Provider in the frame of its organisation. The meeting is expected to take place within 2 working days of the request by the Bank and will be organised by video-or phone conference.

The following non-exhaustive list of tasks might be expected to be delivered by the Service Provider for all event types.

Preparation of the event

- Preparation of content for the event page for publication (short description about the event, aim of the event, etc.) in cooperation with the EIB;
- Save the Date and management of the online registrations, in compliance with EU data protection requirements;
- Provision of a moderator (upon request, a professional moderator external to the Service Provider for specific events);
- Support contact with speakers and members of the community of practice participating in the programme for logistical issues
- Organising preparatory meetings before the events with speakers and key stakeholders involved in the event's organisation; Development and updates of the event script;
- Correcting of presentations and preparing them for display during event ('Master slides');
- Identification, negotiation, contracting and handling of venue, AV and technical equipment and catering;
- Provision of an event photographer, including detailed briefing on the type of pictures expected;
- Provision of a host team, including detailed briefing on the tasks of each host team members at the event;
- Provision of simultaneous interpreters, accredited for European Institutions, detailed briefing before the event and sharing the presentations with interpreters; provision of interpretation booths with the required standards;
- Managing invitations to participants in cooperation with the EIB, preparing regular summaries of online registrations;
- Organising any event material necessary for the events (e.g. badges, stands);
- For webinars, managing and coordinating speaker technical tests for a successful connection to the platform;
- For webinars, identifying the most suitable webinar/streaming platform based on the EIB's needs, by conducting market research and participating into demo sessions.

On-site management of the event

- Team member(s) in charge of running the event content, e.g.: managing the final version of the slides for display ('Master slides'), taking notes throughout the event in order to prepare the summary texts for the 'past event page' if requested;
- Team member(s) in charge of handling all logistical issues at the event, e.g.: coordinating contacts with the venue team, technician(s), catering team for all logistical questions during the event, unpacking and preparing event materials preparing venue the evening before;

- Responsible for managing the webinar host role, overseeing presentation displays, and serving as the primary liaison with technical staff.

Follow-up of the event

- Handling contacts with venue and other external providers after the event;
- Organising feedback meetings after the events with speakers and key stakeholders involved in the event's organization if necessary;
- Proceed with the reimbursement of the expenses undergone by the Speakers/community of practice members to attend the event.
- Event ex-post satisfaction surveys, testimonials etc.

Component 2 Outreach, communication and community-building activities

Task 2.1: Consolidating and sustaining the community of practice for commercial banks

The Service Provider will build on the existing network of financial institutions (FIs) in the Gender Finance Lab to strengthen and grow its community of practice for commercial banks. The aim is to facilitate the exchange of advanced tools and best practices, promote mutual learning, and address capacity challenges in adopting/delivering gender-smart finance initiatives.

Activities target participating commercial banks (up to 42 EIBG FIs at project start), industry experts and other stakeholders. The Service Provider will help retain current members and extend its members by:

- Assessing community needs, including survey-tools for up-to-date capacity needs assessment.
- Expanding training on topics like gender data strategies and regulatory frameworks
- Designing initiatives for alumni engagement, including testimonials, case studies, and events (online or in person)
- Managing the community through platforms such as LinkedIn
- Organise knowledge-sharing events tailored by a needs assessment, fostering networking and collaborative exchange of best practices.

Task 2.2: Programme Outreach and Communication

Visibility and awareness-raising activities conducted by the EIB Group, through the Gender Finance Lab work streams for commercial banks, are contributing to the promotion of gender-smart finance practices within the EU. Furthermore, these actions have been instrumental in fostering greater engagement of financial intermediaries in the programme activities, by showcasing their products and initiatives as exemplary practices within the financial ecosystem.

In cooperation with the EIB, the Service Provider should develop and implement a communication and outreach plan to raise awareness and share knowledge & learnings from the initiatives carried out under the programme and showcase best practices from the participating FIs. Proposed actions include:

- Internet presence, audio-visual production, promotional material (including flyers/brochures detailing the services offered by the programme), storytelling and social media.
- Promoting partnerships and coordinated outreach efforts with key stakeholders involved in advancing financing for Gender Equality within the EU, such as the stakeholders mentioned in 4.1 above.

Component 3. Customised advisory support on specific topics related to gender-smart finance

The Service Provider will deliver bilateral, customised advisory support to selected partner financial institutions in the EU. These assignments are designed to offer practical guidance on specific aspects of gender-smart finance, including:

- Enhancing the capacity of financial institutions (FIs) to originate, assess, and report on projects with gender equality objectives—covering eligibility criteria and reporting requirements in accordance with EIBG Financing for Gender Equality Criteria.
- Contributing to the reinforcement of operational procedures within FIs to identify, monitor, and report on portfolio projects that advance financing for gender equality.
- Deepening institutional expertise in gender finance practices.
- Exploring advisory pilots to advance gender-smart financing approaches in relevant sectors/industries for women entrepreneurs (for example care, health services, agriculture, climate finance) for potential replication.

Such tailored support may entail the preparation of analytical reports containing targeted recommendations, as well as the provision of hands-on, on-the-job assistance as necessary.

It is anticipated that approximately eight (8) such bilateral advisory support assignments will be carried out during the implementation period of the Contract. The partner financial institutions to benefit from this support shall be identified by the EIB, with the support from the Service Provider. The specific scope, focus areas, and extent of practical guidance offered by each bespoke advisory assignment within the abovementioned areas will be discussed with the respective beneficiary institutions and decided by the EIB. Bespoke advisory support may be delivered to partner financial institutions either online or through in-person missions within the relevant EU Member State, depending on the specific needs and operational requirements of each assignment, as determined by the EIB with the support of the Service Provider. The indicative number of assignments, as well as the duration, format, and number of missions required, may be adjusted by the EIB in line with evolving priorities and practical considerations, without altering the overall objectives of the Assignment.

In collaboration with the EIB, the Service Provider will produce a concept note on the scope and type of support offered to each Financial Institutions under the customised advisory support work stream.

Component 4. Programme Monitoring and Reporting

Monitoring and reporting on the programme, including structuring and carrying out a monitoring and reporting system to evaluate the effectiveness of capacity building and advisory initiatives, FI/stakeholder participation in communities of practice, and the overall impact of the programme throughout the contract duration.

During the implementation period, the Service Provider shall undertake the following tasks:

- **Undertake Feedback Collection:** Develop and implement a feedback mechanism to gather insights from participants, ensuring continuous improvement of the programme.
- **Produce KPIs and Success Metrics:** Track and report on key performance indicators (KPIs), such as number of participants, FI engagement, and programme satisfaction.
- **Produce Annual Review and Adaptation:** Review programme outcomes annually and propose adaptations to enhance the effectiveness and impact of the initiatives.

4.2. Results to be achieved by the Service Provider

Expected Results include:

- Enhanced engagement of financial institutions in gender-smart financing initiatives and capacity-building programmes.

- Expanded access for financial institutions to a variety of advisory services and learning resources, supporting their processes for originating, evaluating, monitoring, and reporting on gender-smart financing activities.
- Strengthened collaborations between financial institutions and key stakeholders committed to advancing gender-smart financing solutions.
- Promote increased EIBG programme outreach to advance the business case for investing in women entrepreneurs across the EU, while increasing awareness of best practices across the EU.
- Contribute to an expanded menu of gender-smart financial products and non-financial solutions explored/launched by financial institutions inside the EU.

4.3. Technical deliverables to be produced

Component / Task	Deliverables	Time of submission
Component 1: Awareness raising, Knowledge Sharing and Capacity Building		
	Programme design and curriculum framework document	Within 2 Months from the Start of the implementation period
	Learning and Advisory Guidance materials	As produced, upon EIB request; minimum quarterly updates.
	Knowledge Central Hub/platform	Within 4 months from the Start of the implementation period
	Compilation of published knowledge materials	Within 5 working days of the end of each 6-monthly period
	Summary Report of Knowledge Sharing and Capacity Building sessions and events	Within 5 working days of the end of each 6-monthly period
Component 2: Outreach, communication and community-building activities		
	Community of Practice Concept Note and implementation plan	Within 2 Months from the Start of the implementation period
	Community Needs Assessment Report (incl. surveys)	Within 5 working days of the end of each 6-monthly period

Communication Plan	Within 2 Months from the Start of the implementation period
Component 3. Customised advisory support on specific topics related to gender-smart finance	
Customised advisory support Concept Note	Within 3 Month from the Start of the implementation period
Customised advisory assignment report	Ad hoc, upon completion of each customised advisory support mission
Component 4. Programme Monitoring and Reporting	
1 st Annual Programme Monitoring and evaluation report	Within 12 Month from the Start of the implementation period
2 nd Annual Programme Monitoring and evaluation report	Within 22 Month from the Start of the implementation period

5. Start date, period of implementation, location and logistic

5.1. Start date and period of implementation

The Contract shall enter into force on the day of signature of the Contract by the last Party (the “**Effective Date**”).

The Services shall be provided from the Effective Date until 24 months after the Effective Date (the “**End Date**”), save where the Contract is terminated in accordance with the General Terms and Conditions for Provision of Services of the Contract (see section E - draft contract and related annexes of the tender file). The performance of the Services shall not commence before the Effective Date.

All tasks to be performed under the Contract will have to be undertaken from the Effective Date until the End Date (the “**Period of Implementation**”). All technical deliverables and administrative reports to be produced under the Contract will have to be submitted by the Service Provider and approved by the EIB within the period of implementation.

At the request of the Bank, the term of the Contract may be renewed by 2 (two) additional periods of up to 1 (one) year each. The Bank shall notify the Service Provider of its intention to renew the term by giving at least 2 (two) month written notice prior to the date on which the Contract would otherwise expire. Renewal shall not imply any modification or deferment of existing obligations, nor any increase of the rates referred offered by the Service Provider in its tender (or modified following annual indexation as described in section 9.3.2. below).

Should the necessity to perform additional services which were not included in these Terms of Reference and which would have become necessary to the completion of the Assignment arise, the EIB reserves the right to amend the contract and to extend the scope of the services and/or the duration of the contract.

5.2. Location

The Services will be primarily performed from the Service Provider's own professional premises.

Key and non-key experts mobilised under the Assignment will have to be available for phone conversations and videoconferences during the course of the Assignment.

For the performance of the tasks specified under section 4, in particular under Components 1 and 3, the Service Provider's experts (key and non-key) will be required to undertake business trips within the EU, to attend in-person meetings, events and advisory missions.

5.3. Logistics (Facilities to be provided to the Service Provider's experts)

5.3.1. Facilities to be provided by the Service Provider

The costs of the facilities shall be included in the tenderer's experts' fee rate. The Service Provider must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial, translation and interpreting provision to enable experts to concentrate on their primary responsibilities.

5.3.2. Equipment

No equipment is to be purchased on behalf of the Contracting Authority / Beneficiary / Promoter / partner country as part of this service contract or transferred to the Contracting Authority / Beneficiary / Promoter / partner country at the end of this contract. Any equipment related to this contract that is to be acquired by the Promoter must be purchased by means of a separate supply tender procedure.

5.3.3. Support to be provided by the Contracting Authority and/or other parties

The Contracting Authority (the EIB)

The Contracting Authority will provide the Service Provider, upon request, with all information relevant to the Assignment which is available to it and not covered by any confidentiality agreements and will fully cooperate with the Service Provider in order to achieve the best results.

6. Contract management

6.1 Responsible bodies and management structure

The Contracting Authority

The European Investment Bank, through the Operations Resource Management (ORM) Division within the Operations Directorate (OPS), will act as Contracting Authority.

At the European Investment Bank, the Advisory – Financial institutions Division (AFI) within the Operations Directorate will be responsible for the management, technical and administrative follow up of the contract. The Sustainability & Climate Office within the Projects directorate (PJ) will be co-responsible for the technical follow up of the assignment.

During the course of the Assignment, the Service Provider will report to the EIB Assignment Responsible appointed by the Advisory – Financial institutions Division (AFI). The contact details of the EIB Assignment Responsible will be communicated to the Service Provider following the award of the Contract.

The Service Provider

The Service Provider shall nominate an operation director from its head office with sufficient authority to commit the necessary resources, and to take overall responsibility for the performance of the consultancy team. The operation director should have a minimum of 5 years of professional experience at a level of senior responsibility and be fully fluent in English (**CV to be submitted**).

7. Resource requirements

7.1.1. 7.1 Staff

The Service Provider shall provide the adequate staff (in terms of expertise and time allocation) in order to complete efficiently all the activities required under the scope of the Assignment and to achieve the specific and the overall objectives of this contract in terms of time, costs and quality.

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

7.1.2. Key experts

The Key expert has a crucial role in implementing the contract. The profile of the key expert for this Assignment (for which the tenderer shall submit CVs and Statements of Exclusivity and Availability) is as follows:

Key expert 1: Team Leader

Qualifications and certifications

At least Bachelor's Degree in Economics, Law, Banking, Business Administration, or related disciplines (Minimum requirement)

General professional experience

At least 10 years of professional experience working in or with the financial sector and/or in consultancy or advisory roles (Minimum requirement).

Specific professional experience

- At least 3 years of professional experience providing support or advisory services to financial institutions (Minimum requirement)
- Experience serving as Team Leader or Project Manager in at least 2 assignments, including responsibility for managing teams and coordinating multi-stakeholder project delivery (Minimum requirement).
- Demonstrated experience in gender-focused advisory work for financial institutions, evidenced by at least one assignment involving gender analysis of banks' portfolios, strategies, business models, delivery mechanisms, or capacity-building activities aimed at strengthening outreach to women entrepreneurs and women-owned/led companies (Minimum requirement).
- Previous experience working within, or advising, an EU commercial bank, ideally in SME banking, women's market programmes, or related product/segment development, will constitute an asset.

Language and other skills

- Fluency in written and spoken English is essential (CEFR C1) (Minimum requirement).
- Knowledge of other EU languages will constitute an asset.

7.1.3. Non-Key experts

The Team Leader will be supported by non-key experts holding expertise and experience complementary to that of the key expert identified above.

From the contract inception phase, it is expected that the Service Provider relies on several non-key experts in the following areas of expertise:

- Experience in capacity building programmes for financial sector institutions;
- Technical expertise in gender-disaggregated data strategies, collection, use and reporting;
- Experience in gender-responsive financial and non-financial products and services, such as financial solutions targeting women entrepreneurs or applying financial solutions with a gender-lens;
- Understanding of EU and global gender finance policy frameworks, including regulatory reporting, ESG/gender disclosures, and market standards;
- Expertise in gender-centric marketing and communication strategies for financial institutions;
- Developing and overseeing peer learning communities, including facilitating peer exchange and collaborative learning in the relevant sectors;
- Expertise in adult learning methodologies and development of multi-format training;
- Developing and managing digital learning platforms, (e)learning content and materials;
- Experience working with or in commercial banks in the EU;
- Experience working in or with a range of actors on women's economic empowerment, including public, private, and non-governmental organizations and networks, will constitute an asset;
- Experience in conducting gender analysis of institutional strategies and/or providing consultancy support to increase organizational diversity will be an advantage.

Additional areas may be proposed by the Service Provider in cooperation with the EIB during the implementation of the Contract.

CVs for non-key experts shall not be submitted in the tender but the tenderer will have to demonstrate in the Organisation & Methodology Part of their Tender that they have access to experts with the required profiles, providing explanations on how these non-key experts can be selected and mobilized.

The mobilisation of all non-key experts under the Assignment is subject to prior approval by the EIB. Before mobilising any non-key expert, the Service Provider will have to submit a formal request to the EIB Assignment Responsible by e mail. The request will have to include, not only the CV of the proposed non-key expert, but also information on his/her role under the assignment and clarity on the task(s) the expert will be assigned to. In no case shall a non-key expert be mobilised without a prior approval by the EIB Assignment Responsible.

The selection procedures used by the Service Provider to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience.

7.1.4. Person Days

The minimum input in terms of staff days required under the Contract for the initial period of Implementation of two years for the Key Expert and of Non-Key Experts is as shown below.

Expert	Person Days
Key Expert	200
Senior Non-Key Experts (10+ years of professional experience)	375
Junior Non Key Experts (5+ years professional experience)	140

The above figures are minima. In the Organisation and Methodology part of their Tender, tenderers are expected to present a mobilisation plan and a delivery plan demonstrating how they intend to mobilise their experts (key and non-key) in the implementation of the different tasks to be undertaken in the Assignment. In their work plan, tenderers are allowed to offer to mobilise the key expert, senior non-key experts and junior non-key experts for more days than the minima set above. This work plan will serve the purpose of assessing the implementation strategy offered by the tenderers. Should the necessity to operate any change in the distribution of working days offered in the tender of the successful Tenderer for the key expert, senior non-key experts and junior non-key experts during the implementation of the Contract become necessary for a successful completion of the Contract, such change will be the subject of a written agreement by the EIB.

Should the EIB decide to renew the term of the Contract as mentioned in section 5.1. above (Start date and period of implementation), a work plan and a mobilization plan covering the renewed period will be agreed between the EIB and Service Provider on the basis of the needs of the Assignment after the EIB issues the 2 (two) month written notice prior to the date on which the Contract would otherwise expire. They will be documented in the **Interim Progress and Financial Reports** covering the related periods.

7.1.5. Support staff and backstopping

The Service Provider shall supply all support staff (administrators, secretaries, interpreters, translators, and head office back-up etc.) as necessary for the proper fulfilment of his obligations. The costs of the support staff must be included in the fee rates of the experts.

Backstopping costs for logistical and management support (including the activity of the Assignment operation director designated by the Service Provider) of the team must be included in the fee rates of the experts.

The Service Provider shall identify and describe in his offer the arrangements for the provision of the support staff and backstopping facilities.

Note that the support/backstopping staff cannot be assigned as short or long-term experts while still maintaining their original assignment. The two responsibilities must be kept separate and double budgeting under the project shall be avoided.

7.1.6. Other aspects

If, during the implementation of a Contract, the EIB judges the expert(s) unable to meet the level of quality required for preparing the written outputs such as reports, the Service Provider will provide, at no additional cost to the EIB, immediate additional support for these outputs to meet the appropriate standards.

Should the EIB require the replacement of an expert for important reasons (i.e. for consistently failing to meet the requirements of the ToR), the Service Provider will take the necessary steps to propose a replacement solution to the EIB at the shortest term possible.

8. Technical deliverables and administrative reports

8.1. Technical deliverables

See section 4.3 above.

8.2. Administrative Reports

In addition to the technical deliverables identified above, the Service Provider shall provide the following administrative reports:

Name of report	Content	Time of submission
Minutes of the Assignment kick off meeting	Description of the key discussions, decisions, and agreed parameters recorded during the Assignment Kick-Off Meeting. Includes an overview of initial expectations, responsibilities, and planned next steps for the commencement of the assignment.	No later than 5 working days after the start of implementation
Interim Progress and Financial Report	See description below	No later than 10 working days after the end of each 6-month implementation period. The last Interim Progress and Financial Report might ne cover a full 6 th month period and shall be submitted no later than a month before the end of the implementation period
Completion Report	See description below	No later than 3 calendar week before the end of the implementation period

The reports mentioned are described as follow:

The **Interim Progress and Financial Report** is a short description of progress (technical and financial) including problems encountered. The Report shall consist of a narrative section and of a financial section.

The narrative section of the report shall briefly describe the current status of the Assignment, forecast the expected technical progress of the activities for the next period; itemise any outstanding issues.

The interim report shall provide information on the state of progress of the project over the period, for ease of monitoring activities and outputs and shall clearly distinguish between activities/outputs achieved and considered finished, and activities still in progress, so that the evaluation of the project is clear (level of achievement of each task, status of technical deliverables: preparation/submission/approval by the EIB).

The financial section of the Report: shall include all information related to services to be provided on a time and material basis, covering fees payable for the experts mobilised and itemised expenses eligible for reimbursement.

For the period covered by the report:

- (i) a summary of the financial situation covering the period: fees payable for the experts mobilised (Editable excel sheet with summary of timesheets by day/expert/fees);
- (ii) itemised expenses eligible for reimbursement related to business trips undertaken by the Key expert and by non-key experts
- (iii) itemised expenses eligible for reimbursement related to the organization of in-persons events and capacity building sessions
- (iv) itemised expenses eligible for reimbursement related to the organisation of workshops or events
- (v) itemised expenses eligible for reimbursement related to the mobilization of speakers and members of the community of practice deemed necessary for their participation in the events and capacity building sessions.

For the period covered since the beginning of the contract:

- (i) A summary of the financial situation covering the entirety of the assignment since its start (fees payable for the experts mobilised and itemised expenses eligible for reimbursement, per category).

• Annex A - For the period covered by the Report: annexes for all approved expenses and for all business trips undertaken by the Service Provider's expert(s), copies of all original invoices and airplane boarding passes (where applicable) as well as a copy of the approval by the EIB of the authorisation for expenditure.

• Annex B - For the period covered by the Report: completed timesheets for each expert (key and non-key) mobilised during the period. see template as appendix A to this document) For non-key experts mobilised during the period: statement confirming the absence of conflict of interest (see template as appendix B to this document)

NB: Timesheets and reported time:

The smallest unit adopted for timesheets shall be ½ (one half) day.
A day of work will count 8 working hours

The work declared in the timesheets will need to be rigorously accounted for by the Services Provider, e.g. timesheets will be specific with regards to the work effectively performed, various outputs will be attached to substantiate the work declared, the working time recorded will need to be proportional to the actual Project Completion Report (and related technical deliverables) produced and the results achieved, the working time recorded shall be for productive activities, advancing the Assignment (e.g. it cannot cover time for correcting own mistakes in outputs delivered), the allocation of experts shall be consistent with the purpose (i.e. rights experts for the right piece of work).

Also, experts are expected to be highly visible in delivering their work via interactions with the EIB, and various other stakeholders of the Assignment.

The **Completion report** is a final description of the achievements of the Assignment, including problems encountered and final recommendations.

This report consists of a narrative section and shall, *inter alia*, provide:

- a summary of the services performed during the Assignment with reference to the tasks/deliverables set out in the Assignment Terms of Reference
- a synthesis of all analysed projects presenting the main issues solved and the remaining aspects to be tackled

- lessons learned as regards the activities performed and recommendations for the Contracting Authority and beneficiaries
- if any, a statement summarising the various difficulties encountered and an evaluation of the impact of the above-mentioned difficulties in terms of the project itself.

The Completion Report shall also include, as annexes:

- A copy of all deliverables/reports/documents/material produced during the Assignment.

All reports will be written in concise, clear and well-edited standard English.

The draft technical deliverables and administrative reports required in the Assignment ToR will be made available in electronic format. They will have to be provided in Microsoft Word compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached. All produced spreadsheets have to be provided in Microsoft Excel compatible format, including all underlying formulas. Such formulas shall be unprotected and available to the EIB.

The EIB will have 15 working days to examine each report. Should the EIB request amendments, the Service Provider will be requested to re-submit the report within 5 working days following the request, completed and adequately amended.

9. Type of Contract, Budget, Remuneration and Payment Schedule and Invoicing

9.1 Type of Contract

Services will be provided on a time and material basis.

9.2 Budget

The maximum budget for the performance of Services to be provided from the Effective Date until 24 months after the Effective Date is 1,000,000 EUR.

Out of the maximum budget for the performance of Services to be provided from the Effective Date until 24 months after the Effective Date, up to 250,000 EUR will be dedicated to the reimbursement of expenses eligible for reimbursement.

Pursuant to Art. 5.1. above (Start date and period of implementation), the amount that can be paid to the Service Provider can be increased up to EUR 500 000 for each renewal.

The maximum total expenditure by the Bank under the Contract shall be EUR 2,000,000, excluding VAT and including expenses, price indexation and all renewals pursuant to Art. 5.1. above.

9.3 Remuneration

9.3.1. For the mobilisation of its experts, the Service Provider shall be remunerated on the basis of:

- A fixed daily rate exclusive of VAT for the Key Expert when performing services from the Service Provider's professional premises or from the expert's home office.

- A fixed daily rate exclusive of VAT for junior non-key Expert when performing services from the Service Provider's professional premises or from the expert's home office.
- A fixed daily rate exclusive of VAT for senior non-key Expert when performing services from the Service Provider's professional premises or from the expert's home office.

NB: Under this Contract, Senior Non-Key Experts shall demonstrate at least 10 years of professional experience and Junior Non Key Experts shall demonstrate at least 5 years professional experience

9.3.2. The rates shall be fixed and non-revisable for the first two years of the Contract (the "**Fixed-Pricing Period**"), following which an annual indexation will apply provided one of the Parties has requested it in writing within 3 (three) months before the end of the Fixed-Pricing Period. Annual indexation will be in accordance with the EU 27 HICP – Harmonised index of consumer prices, as published by the Statistical Office of the European Communities, using the following formula:

$$R_i = R_o \times \frac{l_i}{l_o}$$

R_o: Current price

l_o

R_i: New price

l_o: [EU 27 HICP/●] index of the month of the Tender or of the last indexation exercise.

l_i: [EU 27 HICP/●] index of the month in which the application for revision was made.

9.3.4. Expenses eligible for reimbursement

Expenses eligible for reimbursement related to business trips undertaken by the Key expert and by non-key experts

The EIB shall reimburse expenses incurred during business trips necessary to deliver the requested tasks outside the Service Provider's home office (or outside the expert's home office, as the case might be), subject to prior authorisation by the EIB Assignment Responsible.

Upon submission of such relevant invoices received from the Service Provider, all authorised travel and accommodation expenses shall be refunded, provided that copies of all original invoices are submitted, including copies of all airplane boarding passes (where applicable). Before undertaking any business trip or undergoing any expense potentially eligible for reimbursement, the Service Provider shall address a request for expenses/travel authorisation to the EIB Activity Responsible in charge. Such request shall provide a detailed budget estimate (see here-under for information the main categories of expenses eligible for reimbursement).

- Air	- Economy Class. Business class shall be authorized only where the air travel includes three or more hours of actual flight
- Rail	- Day: first class Night: single sleeper
- Hotel expenses	- Only room and breakfast charges of hotel approved by the Assignment Responsible

- Taxis	- Each journey to be itemized and supported by a receipt where possible (N.B. Reasonable use of taxis without prior agreement will be accepted).
- Other	- Eligibility of other expenses should be verified in advance.

Expenses eligible for reimbursement related to the organisation of workshops, events or capacity building activities

:

The EIB shall reimburse expenses incurred by the Service Provider to organise workshops, events capacity building activities and in-persons events (like training sessions, experience-sharing events, conferences, roundtables etc.) wherever indicated by the EIB Activity Responsible, subject to prior authorisation by the EIB Assignment Responsible.

Upon submission of such relevant invoices received from the Service Provider, all authorised travel and accommodation expenses shall be refunded, provided that copies of all original invoices are submitted. Before undergoing any expense potentially eligible for reimbursement, the Service Provider shall address a request for expenses/travel authorisation to the EIB Activity Responsible in charge. Such request shall provide a detailed budget estimate (see here-under for information the main categories of expenses eligible for reimbursement).

Items eligible for reimbursement	Condition for reimbursement
Production and printing of event promotional tools (roll-up stands, banners, if requested) Rental of conference rooms and of the related equipment Costs for the organisation of specific AV and IT equipment for hosting hybrid events Costs of services and catering supplies Contracting and mobilisation of Hostesses/stewards	Upon submission of such relevant invoices received from the Service Provider in attachment to the Financial Report, the EIB shall reimburse expenses incurred for the preparation and delivery of each event provide that such expenses have been approved in advance by the Bank.
Printing and assembling of agendas in booklet format (A5 or A4) in full-colour in the format agreed in the number of copies confirmed by Bank.	
Printings in black and white or colour of documents associated with the event on site	

Printing of materials: training materials, leaflets, booklets etc.	
Delivery of event material to the selected venue	
Printing and delivery of badges for participants in the number of copies confirmed by Bank	
Cost of moderators	
Costs of translator and interpreters' services	
Purchase of license to enable the service provider to implement eLearning platforms, webinars, and online knowledge hub platforms	
Cost related to communication and marketing products for the programme, including design, layout.	
Others: Eligibility of other expenses should be verified in advance with the Bank.	

Expenses eligible for reimbursement related to the mobilization of speakers and members of the community of practice deemed necessary for their participation in the events and capacity building sessions.

Upon request of the EIB, the service provider will enter in contact with the related speakers and members of the community of practice and will invite them to participate in workshops, events and capacity building sessions.

The Service Provider will request the speakers and members of the community of practice to provide them with an estimate of the travel and accommodation expenses they will undergo to attend the required event and will request the EIB to confirm that these expenses will be eligible for reimbursement. Upon receipt of such approval by the EIB, the Service Provider will confirm the speakers and members of the community of practice that they can proceed with the related bookings.

After the events have taken place, the Service Provider will collect copies of all invoices related to agreed expenses from speakers and members of the community of practice and will proceed with their reimbursement.

Upon submission of such relevant invoices received from the Service Provider, all authorised travel and accommodation expenses shall be refunded to the Service Provider by the EIB, provided that copies of all original invoices are submitted, including copies of all airplane boarding passes (where applicable).

Such expenses will be eligible for reimbursement per the conditions mentioned below.

Items eligible for reimbursement		Condition for reimbursement
- Air:	Economy Class. Business class shall be authorized only where the air travel includes three or more hours of actual flight	Upon submission of such relevant invoices received from the Service Provider in attachment to the Financial Report, the EIB shall reimburse expenses incurred during business trips of speakers and members of the community of practice necessary to deliver the requested tasks subject to prior written authorisation by the Bank. All authorised travel and accommodation expenses shall be, provided that a copy of all original invoices are submitted, including all airplane boarding passes (where applicable).
- Rail	Day: first class Night: single sleeper	
- Hotel	Only room and breakfast charges in categories of hotel approved by the Bank	
- Taxis	Each journey to be itemized and supported by a receipt where possible (N.B. Reasonable use of taxis without prior agreement will be accepted).	
- Other	Eligibility of other expenses should be verified in advance with the Bank.	

9.4 Payment schedule and invoicing

The Service Provider shall issue an invoice within 10 working days of the approval by the EIB of each Interim Progress and Financial Report (but the last).

The approval by the EIB of the last Interim Progress and Financial Report will not trigger the submission of the invoice.

The Service Provider shall issue the invoice related to the services covered by the last Interim Progress and Financial Report within 10 working days of the approval by the EIB of the Completion Report

Payment of the final invoice shall be conditional on completion of the tasks to be performed under the Assignment and on the submission by the Service Provider and approval by the EIB of all technical deliverables and administrative reports to be produced by the Service Provider.

Appendix A: template for timesheets

Expert time record sheet¹²

Contract references:	AA-01951-004 - Gender-Smart Financing - Advisory and Capacity Building Programme for commercial banks
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Expert name:				
Category of expert				
Monthly Period covered				
Day of the month	Task undertaken	Output / deliverable produced	Place of performance (home base / other)	N° hours recorded
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
Day/Month/Year				
etc				
TOTAL				

Expert name:	
Date:	

¹² The work declared in the timesheets will need to be rigorously accounted for by the Service Provider, (e.g. timesheets will be specific with regards to the work effectively performed during the Assignment implementation), various outputs / deliverables will be attached to substantiate the work declared, the working time recorded will need to be proportional to the actual overall progress of the Assignment in terms of deliverables being produced / results being achieved, the working time recorded should be for productive activities, advancing the Assignment (e.g. it cannot cover time for correcting own mistakes in outputs delivered), the allocation of experts should be fit for purpose (i.e. right experts for the right piece of work). Also, experts are expected to be highly visible in delivering their work via interactions with the EIB, and various other stakeholders of the Assignment.

The smallest unit adopted for timesheets shall be ½ (one half) day. A day of work will count 8 working hours.

Appendix B: template for declaration of absence of conflict of interest

Declaration of non-conflict of Interest¹³**AA-011951-004 / Gender-Smart Financing - Advisory and Capacity Building Programme for commercial banks**

I, the undersigned, hereby declare, as ☐ Key expert / ☐ non-key expert assigned to performance of the above referred Contract, that: I am independent of all parties which stand to gain from the outcome of the Assignment. To the best of my knowledge and belief, there are no facts or circumstances, past or present, or that could arise in the foreseeable future, which might call into question my independence in the eyes of any party; and, if I discover or should it become apparent during the course of the contract that such a relationship exists or has been established, I will declare it immediately and cease to participate in this contract.

Name	
Signature	
Date	

¹³ To be completed by the Key Expert(s)