

SUPPORTING THE NATIONAL COORDINATION OF GSS+ BONDS WITH CAPACITY BUILDING IN SRI LANKA TERMS OF REFERENCE (SHORT TERM CONSULTANCY)

I. General information

Title of the assignment	Supporting the National Coordination of GSS+ Bonds with Capacity Building in Sri Lanka
Name of the project	Green Policy Dialogue Facility (GPDF)
Country	Sri Lanka
Deadline for submission	29 September 2025 (Paris time - UTC/GMT +01:00)

II. Context and justification of the need

1) Expertise France

Expertise France is France's public agency and inter-ministerial actor in charge of international technical cooperation, the second-largest agency of its kind in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).

For more information, please visit the website: www.expertisefrance.fr

2) European Union Delegation to Sri Lanka and the Maldives

The European Union (EU) Delegation to Sri Lanka and the Maldives is the funding partner of the EU Green Recovery Facility¹. Cooperation between the EU and Sri Lanka is based on the partners' mutual respect for democratic principles and human rights and covers a number of key areas of cooperation, including; diversification of trade and investment; networking between EU and Sri Lankan business communities; strengthening technical, economic and cultural linkages and providing technical assistance to Sri Lanka to interact more effectively with the EU; supporting Sri Lanka's efforts to improve the living conditions of the poorer sections of the population; green recovery, environmental protection and sustainable management of natural resources.

As part of the Global Gateway Initiative, the EU Green Recovery Facility is part of a series of EU funded initiatives to be rolled out between 2021 and 2027 under the Team Europe Initiative

¹ "EU Green Recovery Facility" is the "brand name" of the Green Policy Dialogue Facility (GPDF) initiative.

(TEI) “Green Recovery”, which will mainly focus on green economic recovery and on valuing and protecting Sri Lanka’s rich biodiversity.

For more information, please visit the website: https://www.eeas.europa.eu/delegations/sri-lanka_en?s=238

3) EU Green Recovery Facility

The EU Green Recovery Facility (The Facility) is a four-year intervention funded by the European Union (EU). It uses the current economic crisis as an opportunity to support Sri Lanka towards a more sustainable growth trajectory. The ultimate goal entails achieving a green (and blue) economy that is circular, carbon neutral, and socially inclusive; which, not only, is more respectful of biodiversity resources and socio-economic/demographic context, but would also provide much needed macroeconomic stability.

In this context, the Facility harnesses policy experiences and knowledge from the EU, along with national and regional ones, to contribute to the green recovery (medium term) and transition (long term) of the Sri Lankan economy and society.

The Facility more specifically supports the mainstreaming of green economy (GE) challenges and objectives in the Sri Lankan policy landscape, as well as the facilitation of bringing GE policy to action by contributing to the following specific objectives:

- **SO1:** Support the development and implementation of inclusive national green, blue and sustainable public policies, with participation of women and men in all their diversity.
- **SO2:** Improve the business and investment climate in view of promoting an inclusive circular economy (both green and blue).
- **SO3:** Increase accessibility and availability to green and sustainable finance.

The primary direct beneficiaries of the Facility are public institutions, particularly the Ministry of Environment and the Ministry of Finance, as well as government institutions focused on SMEs. Other direct beneficiaries include the private sector, financial institutions, and civil society.

4) Background and justification

In the pursuit of an inclusive green economic recovery, Sri Lanka has recognised the pivotal role that corporate green bonds can play in channelling investments for green projects, including those that may promote gender equity and empower women. The 2023 launch of the Sri Lankan listing rules for green bonds should be aligned with international standards such as the International Capital Market Association (ICMA), and establishes a solid foundation. While Colombo Stock Exchange (CSE) has taken the lead as the front-line regulator, the success of GSS+ (green, social, sustainable, and other labelled bonds) bonds issuance hinges on more than just regulations. Strengthening the capacity of Sri Lanka's private sector and financial institutions as issuers, while raising awareness among potential new issuers and investors are critical steps to fully realise the potential of corporate GSS+ bonds.

The interest in GSS+ bonds began with corporate green bonds; with “DFCC Bank” issuing a green bond in September 2024 to fund investments in solar power generation. Other financial institutions, non-bank financial institutions, and corporate establishments are also positively considering the issuance of green bonds and have begun the process with the assistance of

investment banks and other support entities, including audit firms. Both “Commercial Bank” and “National Development Bank” have obtained a second-party opinion for their sustainable bond frameworks from Sustainable Fitch, allowing them to support a diverse range of investments, including renewable energy, green buildings, clean transportation, and climate change adaptation, through bond issuance. In February 2025, Alliance Finance PLC became the first non-bank financial institution to issue a green bond aimed at supporting renewable energy and energy efficiency investments. The Facility conducted a Policy and Situational Gap Analysis (PSGA) on the issuance of green, blue and sustainability-linked bonds in Sri Lanka in late 2024 (Annex 1).

With the growing market demand, there was a [recent amendment](#) (effective from 28th March 2025) [to the Colombo Stock Exchange \(CSE\) listing rules to facilitate the listing and trading of GSS+ bonds](#), which captures the interest to expand to GSS+ bonds. Similarly, Sri Lanka’s Green Finance Taxonomy is also being expanded to consider social aspects. In this manner, it seems opportune to support further coordination at the national level that can oversee the strategic development of the GSS+ bonds market and broader corporate GSS+ bonds ecosystem. GSS+ bonds, as defined by ICMA (International Capital Market Association), refer to green, social, sustainability, and sustainability-linked bonds.

In parallel to market infrastructure developments, Sri Lanka currently lacks a dedicated institutional mechanism to coordinate corporate GSS+ bonds, promote knowledge-sharing, and provide strategic oversight across government and market stakeholders. The presence of a national mechanism would strengthen collaboration, streamline initiatives, and enhance institutional memory. Establishing a mechanism at the national level offers an opportunity to embed leadership, drive alignment with international best practices, and sustain momentum across the ecosystem. This could eventually lead to a suitable model being formed based on Sri Lanka’s current regulatory landscape, market maturity, and institutional readiness.

The national mechanism can serve as a strategic leadership and coordination mechanism for GSS+ bonds in Sri Lanka. This consultancy aims to cover the following:

- To map the roles of Sri Lankan stakeholder institutions involved in sustainable and green finance with a focus on private sector (which in turn supports corporates GSS+ bonds).
- To assess and recommend the most suitable model for a national mechanism on corporate GSS+ bonds, based on Sri Lanka’s regulatory context, market maturity, and stakeholder landscape.
- To develop the Operating Manual of the national mechanism.
- To design and deliver a tailored capacity-building programme, including a training-of-trainers (ToT) component for key stakeholder groups.
- To organise a high-level launch event to raise awareness among issuers, verifiers, and investors.

III. Objectives and desired results

1) General Objective of the Consultancy

The public and private sector adopt green and sustainable finance as a tool, contributing towards a green economic recovery.

2) Specific objectives of the Consultancy

- Key stakeholders have the capacity to identify projects and issue corporate GSS+ bonds
- The national actors institutionally coordinate to achieve a stronger corporate GSS+ bond market in Sri Lanka.

3) Anticipated results

Given below are the results expected of this assignment:

- Increased understanding and recognition of the value of corporate GSS+ bonds for achieving national policy priorities.
- Increased awareness of the potential of Sri Lanka's corporate GSS+ bond market to attract investment.

IV. Description of the assignment

1) Planned activities

The Consultancy Team will achieve the objective of this assignment through the following tentative² activities of 3 phases:

Steps of the consultancy

Phase 1 – Inception phase (firm tranche)

An important first step will be for the service provider to gain a detailed understanding of the context, and background of the assignment by taking account of prior consulting work delivered, in particular:

- Policy & Situational Gap Analysis Report on Issuance of Green Bonds³;

Phase 1 activities include:

1.1 Familiarise with key success factors and behaviours needed to develop a high-functioning GSS+ Bond market in Sri Lanka, positioned for long-term growth and success, and acting as a vital source of green and sustainable funding.

² Consultant team is expected to review these tentative activities critically and suggest amendments with the proposed methodology of the offer they make.

³ Consolidated Report "From Concept to Capital: Catalysing a Robust Green Bond Market in Sri Lanka"

1.2 Conduct a comprehensive stakeholder mapping exercise by stakeholder type

Segment stakeholders and provide a map in relation to the GSS+ Bonds ecosystem. Where possible, segment by industry in terms of the issuers to support targeted awareness raising and capacity-building. The GSS+ Bonds stakeholders have been preliminarily identified in the Policy & Situational Gap Analysis Report but this can be refined further as needed. These stakeholders will constitute the target audience of the national mechanism, and their specific information needs must be identified.

1.3 In consultation with the Facility team, update the methodology and work plan

The service provider will be required to revise and refine both the methodology and work plan in the Inception Report. This updated version must reflect the practical realities of the operational context, drawing on insights gathered during consultations with stakeholders and the Facility team, during the Inception Phase.

The revised methodology and work plan must present a realistic, detailed, and actionable roadmap for implementation, including a breakdown of specific activities, timelines, responsibilities, and deliverables. In particular, the proposed timeline must take into account the practical requirements of implementation, to ensure that deliverables are feasible and appropriately scheduled. The service provider is expected to ensure that the final approach is both operationally sound and aligned with the expectations and capacity of the Facility and key stakeholders.

To ensure alignment with the expected scope of each deliverable:

- As part of the Inception Report, the service provider will be required to clearly outline the objectives and expected results of each deliverable. This will include a summary of the key issues to be addressed under each deliverable to ensure consistency with the intended scope.

Risk analysis:

- The service provider is required to submit a risk analysis table as part of the Inception Report. The table must identify potential risks and mitigation measures to timely and effective delivery based on the following criteria:
 - o Delayed delivery due to constrained timelines and limited resources
 - o Challenges in coordinating timely feedback from partners on deliverables
 - o Limited interest and availability of local stakeholders to participate in the study
 - o Constraints related to the current capacity of the consultancy team
 - o For each risk, the service provider must assess the likelihood and potential impact (using a scale of low, medium, high) and propose appropriate mitigation strategies.
 - o An illustrative template is provided below to guide the structure of the risk matrix.

Risk	Likelihood	Impact	Mitigation

D1 – Inception report with detailed work plan and stakeholder mapping

Phase 2: Design of a national mechanism for GSS+ bonds

This activity involves the step-by-step design of a suitable national mechanism on GSS+ bonds (e.g. Taskforce/Association) for Sri Lanka. It aims to contribute to the centralised coordination and leadership for GSS+ bonds activities in the country, and will be developed based on international best practices adapted to the national context.

2.1 Conduct a scoping and assessment exercise to identify an appropriate model (firm tranche)

This task involves assessing and recommending the most appropriate institutional model for a national mechanism on corporate GSS+ bonds in Sri Lanka. The model will be selected based on Sri Lanka's current regulatory landscape, market maturity, institutional readiness, and stakeholder coordination needs. The national mechanism is expected to serve as a central mechanism to guide, coordinate, and promote corporate GSS+ bonds efforts across public and private stakeholders over the short, medium, and long term.

The assessment may consider the following institutional models:

- **Taskforce or Council:** A government-initiated, multi-stakeholder body to provide strategic guidance, coordinate national efforts, and support the development of enabling frameworks. These bodies are often formalised by administrative or cabinet-level decisions and bring together both public and private sector representatives.
- **Platform or Association:** An industry-led or co-hosted initiative that promotes peer learning, knowledge exchange, and voluntary adoption of principles. Such platforms may be registered as non-profit associations or function semi-formally with support from regulators or donor agencies. They typically focus on market engagement, capacity building, and facilitating dialogue but may have limited authority to shape policy.
- **Hybrid or Phased Institutional Models:** A flexible approach that allows for a platform or working group to evolve into a more formalised council or taskforce over time, in line with the country's market development. This approach enables gradual institutionalisation, capacity-building, and increasing policy influence as needed.

The assessment will:

- Review international experiences and governance structures for each model
- Map relevant, existing institutions and coordination mechanisms in Sri Lanka
- Identify functional gaps and potential synergies with existing platforms
- Evaluate legal and operational feasibility of different models
- Recommend the most appropriate design based on national context and stakeholder needs

The output will include a shortlist of feasible institutional models, with a comparative analysis of their advantages, limitations, and implementation requirements, as well as a final recommendation on the preferred model. This should include a validation workshop with the key stakeholders.

D2 – Validated assessment report outlining the recommended institutional model for the national mechanism in Sri Lanka

2.2 Design the national mechanism (firm tranche)

Based on the findings of the assessment, this task will focus on designing the national mechanism. The technical components will include the identification of:

- Governance and implementation arrangements to support long-term sustainability.
- Legal or policy arrangements (if required) for formal recognition.
- Options for sustainable funding and institutional hosting.

The output should include a validation workshop with the key stakeholders.

D3 – Validated Operating Guidelines

2.3 Propose a national steering committee and ecosystem framework (optional tranche 1)

In case the model of a Taskforce or Council is selected during Phase 2.1 (requiring integration into government processes).

To support operations, this task will involve:

- Identifying and securing participation from key stakeholders across the public and private sectors
- Establishing a multi-stakeholder steering committee representing regulators, financial institutions, climate-related agencies, and international partners
- Designing an ecosystem engagement model that ensures two-way coordination between national leadership (top-down) with market innovators (bottom-up).
- Including a stakeholder consultation with Sri Lanka's corporate GSS+ bonds community, to ensure the design reflects local needs and builds buy-in.

Special attention will be given to ensuring representation of:

- The Central Bank of Sri Lanka
- Ministry of Finance and Department of External Resources
- Ministry of Environment and climate-focused agencies
- Colombo Stock Exchange, Securities and Exchange Commission of Sri Lanka (SEC), and key financial market actors
- Industry bodies, academia, and verification/certification providers

The output should include a validation workshop with the key stakeholders.

D4 – (Conditional) Validated proposal to establish a national steering committee and stakeholder engagement plan

2.5 Inform subsequent roadmap development for regulatory frameworks and market facilitation tools (firm tranche)

Develop the roadmap considering two key components of Sri Lanka's corporate GSS+ bonds ecosystem:

- National corporate GSS+ bonds frameworks, such as taxonomies, disclosure requirements, or product standards
- Market facilitation tools, such as pipeline development, capacity-building programmes, and green bond support schemes

This activity will define a process for coordination mechanism to oversee these initiatives in a phased manner, ensuring alignment with national development goals.

D5 – Roadmap for strengthening corporate GSS+ bonds ecosystem

2.6 Organise and facilitate a high-level launch event programme (firm tranche)

- The service provider will coordinate all aspects of a formal launch event for the national mechanism, including concept note, agenda, speaker engagement, technical setup, presentation of the roadmap, and Q&A sessions.
- It will also include an event on facilitating access to finance for potential corporate GSS+ bond issuers. This may be dedicated sessions designed to connect prospective issuers with anchor investors, guarantors, and other relevant financial actors who can support the successful listing of bonds (e.g. an investor roundtable or matchmaking segment).
- Consultants will also be responsible for live technical facilitation and for developing post-event media content, including press releases and event highlight videos.

D6 – High-level launch event programme report.

Phase 3⁴: Capacity-Building Programmes for key government institutions and the selected target stakeholder groups (firm tranche)

3.1 Design and deliver training modules

This task involves developing tailored training content for key government institutions to build capacity in engaging with GSS+ Bond projects (including understanding international standards, and supporting the national certification/verification ecosystem).

The target audience should include officials and relevant operators from the Central Bank of Sri Lanka (CBSL), the Ministry of Finance, the Ministry of Environment and climate-related agencies, and other institutions relating to GSS+ Bond verification and certification requirements.

Materials will include manuals, case studies, and relevant corporate GSS+ bonds resources, including:

- Regulatory references (taxonomies, guidelines, disclosure rules)
- Verified literature and international thought leadership
- National and international stakeholder directories
- Tools and templates for project evaluation, certification, and verification
- Calendar of relevant events, training programmes, and policy updates

The technical contents should cover the following aspects and could be divided into 4 modules:

- *Module 1: Introduction to GSS+ Bonds and Market Trends*
 - Overview of green finance and GSS+ Bond related principles (e.g. ICMA, ASEAN Taxonomy, EU Taxonomy)
 - Global and regional market insights
 - Importance of GSS+ Bonds for Sri Lanka's climate and development agenda

⁴ Phases 2 and 3 should be implemented simultaneously.

- *Module 2: Verification, Certification, and Taxonomies*
 - Key certification and second-party opinion providers
 - The role of taxonomies in defining eligible projects
 - Review of emerging standards and implications for Sri Lanka
- *Module 3: Evaluating Projects for GSS+ bonds*
 - Application of ICMA principles for identification of GSS+ bonds in Sri Lanka
 - Criteria for green project eligibility (energy, transport, adaptation, etc.)
 - Identification of projects to support portfolio diversification⁵
 - Environmental and social safeguards
 - Case studies of approved and rejected GSS+ Bond projects
- *Module 4: Role of Regulators and Verifiers*
 - Regulatory implications for approval and supervision
 - Responsibilities and coordination mechanisms among institutions

When developing the methodology, the service provider needs to integrate the following parameters:

- The understanding that there are two streams of government institutions (Finance and Environment/Climate) for how the training will be organised while also providing the two streams an opportunity to interact.
- The training will be organised for 50 participants.

3.2 Training of Trainers (ToT) for selected target stakeholder groups

Identify a list of a) potential issuers in the Finance Sector and b) potential second party providers to be targeted in the ToT programme, including the following and any other stakeholder categories considered important:

- a) Potential issuers in the Finance Sector**
 - Financial Institutions (FIs):
 - Commercial Banks
 - Public Banks
 - Development/Rural Banks (Microfinance Institutions)
 - Non-Banking Financial Institutions (NBFIs):
 - Insurance Companies
 - Investment Funds
 - Finance Companies
- b) Potential second party providers**
 - Audit Firms
 - Advisory Firms
 - Investment Banks

⁵ There is a tendency of financial services sector to have green/sustainable projects in renewable energy and it is important to build capacity on identification of other green projects which would contribute to portfolio diversification.

- Universities

Developing a specialised ToT program which will be delivered to the selected target groups equipping them to assess and structure GSS+ Bond projects, particularly for project evaluations. The objective is to build institutional capacity to originate, structure, and evaluate GSS+ Bond projects, and train internal staff using a cascading model. The outcome of the ToT, is the trainers from these institutions will then have the capacity to continue training internally.

The technical contents should cover the following aspects:

- *GSS+ Bond Product Structuring:*
 - Identifying eligible projects and sectors (energy, transport, waste, etc.)
 - Application of ICMA principles for identification of GSS+ bonds in Sri Lanka
 - Identification of projects to support portfolio diversification³
 - Structuring GSS+ Bonds: size, tenure, and pricing considerations
 - Role of second-party opinions (SPOs) and external reviewers
 - Case studies of approved and rejected GSS+ Bond projects
- *Environmental and Financial Due Diligence:*
 - Integrating environmental KPIs into credit risk analysis
 - Assessing green project pipelines and preparing internal credit memos
 - Understanding climate risk disclosures (TCFD, ESG indicators)
- *Navigating Verification and Certification Requirements:*
 - Required documentation for certification
 - Understanding what verifiers/validators expect
 - How to use national verification systems

Training-of-Trainers (ToT) Techniques:

- How to deliver GSS+ Bond training internally
- Building your own institutional training curriculum
- Coaching, facilitation, and evaluating trainee performance

Trainers will be provided with slide decks, exercises, and access to resources for the curriculum. The training will be conducted off-site and will consist of two separate programmes, each running for three consecutive days with 30 participants. A total of 60 participants will be trained

D7 – Training slide decks, exercises, and resources – for ToT and key stakeholder groups.

3.3 Conduct pre- and post-training surveys to evaluate effectiveness and impact

Baseline and post-training surveys will be designed and administered to measure knowledge improvements and gather participant feedback. The post-training survey should be conducted

right after the training programme. Results will help evaluate the relevance and effectiveness of the training, and inform any needed adjustments. A final training impact summary will be included in the consultancy's report.

D8 - Updated training materials– for ToT and key stakeholder groups.

D9 - Training reports including feedback from stakeholders and survey results – for ToT and key stakeholder groups.

2) Anticipated deliverables

Phase	Deliverables	Objectives and expected results of the deliverable	Submission date
1	<u>Deliverable 1</u> - Inception report with detailed work plan and stakeholder mapping	<ul style="list-style-type: none"> - Objective: Define scope, methodology, and partners - Result: Clear roadmap and stakeholder engagement plan 	T0 + 4 weeks
2	<u>Deliverable 2</u> – Validated assessment report outlining the recommended institutional model for the national mechanism in Sri Lanka	<ul style="list-style-type: none"> - Objective: Identify the most appropriate institutional model for a national mechanism on corporate GSS+ bonds in Sri Lanka - Result: Validated assessment report with comparative analysis of international models, national institutional mapping, and a recommended design with rationale 	T0 + 10 weeks
2	<u>Deliverable 3</u> – Validated Operating Guidelines	<ul style="list-style-type: none"> - Objective: Develop an operational and governance framework to guide the setup and long-term functioning of the national mechanism - Result: Validated Operating Guidelines 	T0 + 16 weeks
2	<u>(Conditional) Deliverable 4</u> - Validated proposal to establish a national steering committee and stakeholder engagement plan	<ul style="list-style-type: none"> - Objective: Facilitate the formation of a representative steering committee - Result: Proposal for a multi-stakeholder national steering committee and engagement model supporting top-down and bottom-up coordination 	T0 + 22 weeks
2	<u>Deliverable 5</u> – Roadmap for strengthening corporate GSS+ bonds ecosystem	<ul style="list-style-type: none"> - Objective: Develop the roadmap for the national mechanism to strengthen corporate GSS+ bonds ecosystem 	T0 + 30 weeks

		<ul style="list-style-type: none"> - Result: Documented methodology and structure to lead future regulatory and market facilitation work 	
2	<u>Deliverable 6</u> – High-level launch event programme report.	<ul style="list-style-type: none"> - Objective: Promote the national mechanism through a high-level launch event and another event on facilitating access to finance - Result: Event report including agenda, content, investor roundtable outcomes, media materials, and participant feedback 	T0 + 38 weeks
3	<u>Deliverable 7</u> - Training slide decks, exercises, and resources – for ToT and key stakeholder groups.	<ul style="list-style-type: none"> - Objective: Build capacity among potential issuers in the Finance Sector and potential second party providers - Result: Trained users and documented learning outcomes 	T0 + 12 weeks
3	<u>Deliverable 8</u> – Updated training materials– for ToT and key stakeholder groups.	<ul style="list-style-type: none"> - Objective: Revise and tailor training materials to build capacity of trainers. - Result: Comprehensive and up-to-date ToT training package aligned with market needs and international best practices 	T0 + 24 weeks
3	<u>Deliverable 9</u> - Training reports including feedback from stakeholders and survey results – for ToT and key stakeholder groups.	<ul style="list-style-type: none"> - Objective: Document training sessions, participant feedback, and survey findings - Result: Consolidated report capturing training outcomes, effectiveness, and recommendations for improvement 	T0 + 34 weeks

- T0 = Date of the notification of the contract

4) Monitoring and Evaluation (M&E) of the Consultancy Assignment

The Consultancy Team should report the assignment progress in a timely manner by aligning the planned activities with the M&E standards outlined in the M&E plan of the Facility, which will be shared with the Consultancy Team at the beginning of the consultancy. As part of the analysis phase, adjustments to the methodology or subsequent activities will have to be made as needed, with documentation of changes for M&E purposes. The methodology should therefore specify data sources, data collection and analysis along with methods and tools used, reporting, quality control and assurance procedures, etc.

5) Coordination

The Consultancy Team (service provider) shall designate a single contact person for project administrative purposes. Mr Etienne Baudon of the Sustainable Development Department (e-mail: etienne.baudon@expertisefrance.fr) will be the service provider's sole contact person for Expertise France.

The Consultancy Team will work under the supervision of the Project Manager of the Facility, based in Colombo, and in close collaboration with Expertise France headquarters from preparation for the consultancy and missions right up to its completion. Furthermore, regular exchanges must take place with the Project Manager on assignment progress and any difficulties that may be encountered.

A launch meeting shall be held 2 working days after the contract award has been notified.

V. PLACE, DURATION AND INDICATIVE SCHEDULE

1. **Estimated start date:** Upon official notification of the contract (10 November 2025).
2. **End date:** 9 August 2026
3. **Effective duration of implementation:** 9 months
4. **Location:** The consultancy will take place remotely as well as through missions in Sri Lanka.

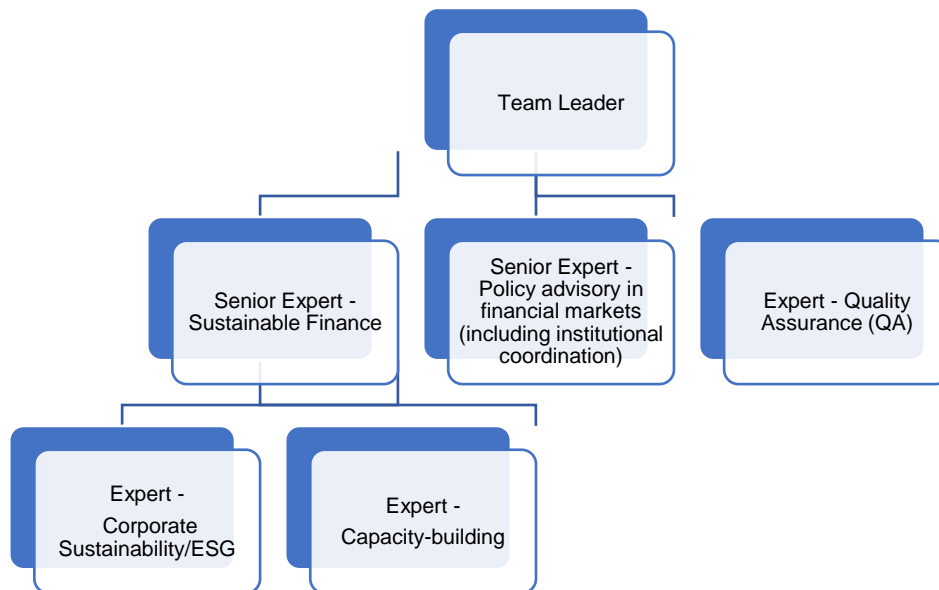
VI. REQUIRED EXPERTISE AND PROFILES

These terms of reference define the **minimum required profiles**. If deemed necessary, a list of additional experts, comparable to the profiles presented below with justification for their expected contributions can be proposed. The Service Provider must also provide a declaration of the availability of such specialists and/or suitable subject matter expert/s for the required roles.

Three reference contacts must be communicated for each profile submitted and Expertise France reserves the right to organise an interview with the Team Leader and/or the designated team member, prior to the award of the contract as part of the evaluation process.

The Service Provider may decide on the number of team members to be deployed to fulfil the required profiles. In the technical offer, it must be clearly stated which profile(s) the individual team member satisfies out of the required profiles. In the event all positions are filled by (an) international expert/s, it is essential to have a national expert in the team to act as the national counterpart.

Suggested organisational structure:



1) *Profile of the Team Leader*

The Team Leader will be the main contact person for Expertise France for the execution of this task. In particular, the Team Leader will have to plan and direct the activities and work of the team according to the identified needs. The Team Leader will be responsible for the submission of deliverables on time with required quality.

The Team Leader should have the following set of qualifications, competencies, skills and experience:

Education and training

- Bachelor's degree or equivalent in the field of Development Studies, Economics, Public Policy, Environmental Management, Business Administration, or related fields.

Any other profile in line with the consultancy to be performed can also be considered.

Professional experience:

- A minimum of 5 years of experience in managing multi-disciplinary consultancy teams⁶, including oversight of deliverables, coordination of experts, and client engagement.
- Experience in working with bilateral or multilateral development partners, would be an asset.
- Professional experience in Sri Lanka or in the region in a similar assignment will be considered as an asset

Qualifications and skills:

- Demonstrated capacity to lead diverse teams and ensure high-quality and timely delivery of outputs. Strong ability to engage and communicate effectively with stakeholders, including government entities, private sector, and civil society.
- Excellent listening, synthesis and communication skills.

⁶ The CV of the team leader should mention the composition and size of the teams managed.

- Rigour and ability to write in a clear, precise and concise manner, suitable for both technical and non-technical audiences.
- Full professional proficiency in English, with excellent oral and written command.

2) Profile of the Senior Expert – Sustainable Finance

Education and training

- A Master's degree in Sustainable/Green Finance, Corporate Finance, Financial Accounting, Accounting, Business Administration, or equivalent educational qualifications.

Any other profile in line with the consultancy to be performed can also be considered.

Professional experience:

- At least 10 years of experience in green finance.
- Proven experience in GSS+ Bond frameworks, certification/verification standards (e.g., ICMA, CBI, EU Taxonomy).
- Proven experience with financial markets, capital markets and related government institutions.
- Professional experience in the Asian region will be considered as an asset

Qualifications and skills:

- Strong knowledge on cross-cutting themes and related sectors for sustainable finance, in particular sustainable energy, and circular economy, would be an asset.
- Strong financial analysis and policy advocacy skills.
- Knowledge on inclusive green economy and recovery, and related issues.
- Demonstrated capacity to manage high-level, multi-stakeholder policy discussions.
- Ability to articulate complex issues in a clear, precise, and concise manner.
- Excellent communication and stakeholder engagement skills
- Fluency in English is mandatory.

2) Profile of the Expert – Policy advisory in financial markets (including institutional coordination)

The expert should have a very sound knowledge and experience on policy advisory relating to financial markets and will work under the supervision of the Team Leader. She/he will have an understanding on the policy and institutional requirements GSS+ bonds market development.

Education and training

- Master's degree or equivalent in the field of Law, Public Policy, Financial Regulation, Environmental Law or related fields

Any other profile in line with the consultancy to be performed can also be considered.

Professional experiences:

- At least 5 years of experience in policy advisory (including institutional coordination) related to financial regulation, capital markets, or sustainable finance.
- Proven experience in GSS+ Bond-related policies, regulation and or verification, would be an asset.

- Proven experience working with financial related government institutions (e.g. Securities Exchange Commissions, Stock Exchanges, Central Banks).
- Professional experience in the Asian region will be considered as an asset.

Qualifications and skills:

- Strong knowledge of environmental and financial regulation, including ESG disclosure standards, climate-related financial risk, and institutional mandates.
- Demonstrated ability to translate policy frameworks into operational recommendations.
- Proven ability to facilitate high-level discussions with regulators, lawmakers, and financial sector leaders.
- Ability to work in interdisciplinary teams and coordinate across legal, technical, and institutional dimensions.
- Fluency in English is mandatory; working knowledge of Sinhala and/or Tamil would be an asset.

3) Profile of the Expert – Corporate Sustainability/ESG

The expert should have a very sound knowledge and experience on corporate sustainability and ESG frameworks, and will work under the supervision of the Team Leader. He/she will have expertise on identification of projects which could be considered for GSS+ bonds, possessing the following qualifications, competencies, skills, and experience:

Education and training

- A Bachelor's degree in Environmental Management, Environmental Science, Environmental Engineering, Civil Engineering, Finance, Accounting, Business Administration or equivalent educational qualifications.
- A Master's degree would be an asset.

Any other profile in line with the task to be performed under this consultancy can also be considered.

Professional experiences:

- At least 7 years of experience in either the private and/or finance sector.
- At least 5 years of experience in formulating and/or managing corporate sustainability or ESG frameworks, related policies and internal management systems.
- At least 3 years of experience related to green or sustainable projects in Sri Lanka, including the measurement, reporting and verification requirements.
- Experience working with high-level private sector stakeholders.

Qualifications and skills:

- Strong knowledge of international standards on sustainable finance and reporting frameworks.
- Strong research and analysis skills.
- Demonstrated capacity to provide technical guidance to public and private stakeholders.
- Demonstrated experience in organising and leading consultation processes and high-level stakeholder workshops
- Strong written and spoken communication in Sinhala/Tamil and English

4) Profile of the expert - Capacity-building

Education and training:

- A Bachelor's degree in Communications, Media, Public Relations, Marketing, Psychology, Education, Capacity-Building, Capacity Development, or equivalent educational qualifications.
- A Master's degree, would be an asset.

Professional experience:

- At least 7 years of experience in designing and delivering capacity-building programmes (including trainings, workshops, etc.)
- At least 5 years of experience in developing capacity-building materials (including for trainings, workshops, etc.)
- Experience in behavioural science principles and inclusive and participatory approach (e.g. addressing economic, social, cultural, gender and disability-related barriers), would be an asset.
- Experience training South Asian stakeholders, would be an asset.

Qualifications and skills:

- Excellent capacity to generate coherent and impactful publications for a diverse audience; including technical and non-technical stakeholders.
- Excellent communication and presentation skills, with the ability to effectively convey technical concepts to a wide range of stakeholders.
- Strong capability to coordinate and manage capacity-building and awareness-raising activities (including organising workshops).
- Strong interpersonal skills for effective stakeholder engagement and management.
- Fluency in English is mandatory.

5) Profile of the Expert – Quality Assurance (QA)

Education and Training

- A Bachelor's degree in Quality Management, Education, Communications, Public Policy, Organisational Development, or equivalent educational qualifications.
- A Master's degree would be considered an asset.

Professional Experience

- At least 5 years of professional experience in quality assurance.
- Experience applying quality assurance processes including reviewing technical deliverables to ensure clarity, coherence, and alignment with project objectives and quality standards.
- Familiarity with EU-funded project reporting and compliance standards, would be an asset.

Qualifications and Skills

- Strong capability to relay client feedback clearly and constructively to technical teams.
- Strong capability to assess structure, logic, and clarity of technical content.
- Proven skills in formatting, consistency, and quality control across diverse outputs.
- Excellent coordination and collaboration skills.
- Fluency in English is mandatory.

Cross-cutting expertise

Facilitation of policy dialogue

The consultancy team should have proven experience in organizing, facilitating, and supporting multi-stakeholder policy dialogues, effectively engaging both public and private sector stakeholders, including high-level decision-makers, on issues related to sustainable finance.

Organisation of event

The consultancy team must demonstrate proven experience in organizing events involving high-level decision-makers, including in Sri Lanka. If the logistical and communication aspects of the high-level event are to be outsourced, the bidder must clearly indicate this in their proposal and include both the CV and a detailed profile of the outsourced service provider.

Additional experts⁷

The consultancy team may also propose any additional experts required for the successful completion of the assignment with justification. The justification for deploying other experts and their expected level of efforts backed by their resumes should be submitted along with the resume of the team leader and the listed experts.

VII. Visibility

During the implementation of all activities, the Consultancy Team will have to ensure that the visibility of the European Union, Expertise France, and the EU Green Recovery Facility is maximised. All deliverables, as well as events organised, must be in line with the Facility's visibility guidelines and based on the Facility's templates.

⁷ The service provider may decide to deploy experts as relevant and needed for the assignment