



COMMERCIAL BANK OF ETHIOPIA

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

[**ETHIOPIA**] - FINANCIAL SECTOR STRENGTHENING PROJECT (FSSP)

Loan no./Credit No./Grant No.: IDA-76730

Assignment Title: Consultancy Service of Development of Environment, Social and Governance (ESG) Policy and Implementation Tools for CBE

Reference No.: ET-CBE-146/2024/25-CS-QCBS

The COMMERCIAL BANK OF ETHIOPIA has received financing from the World Bank towards the cost of the Reform, Restructuring, and Recapitalization of the CBE, and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include Development of Environment, Social and Governance (ESG) Policy and implementation tools for CBE, the expected start date of the assignment will be **March 2026** and a minimum of **7 staff-month** required.

Interested applicants may obtain the Term of Reference (TOR) from the CBE up on logging formal request to the address indicated below or from CBE official Website (Tender section).
[/combanketh.et/](http://combanketh.et/)

The CBE now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are: core business and years in business, relevant experience, and technical & managerial capability of the firm. The Qualifications and Experience of Key Experts shall not be included in the shortlisting criteria. Key experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III paragraph, 3.14, 3.16 and 3. 17 of the World Bank’s “Procurement Regulation for IPF Borrowers”, September 2023; ‘Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants’, dated October 15, 2006 and revised in January, 2011; and other provisions stipulated in the Financing Agreements.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or or a sub-consultancy. In case of joint venture all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Quality and Cost Based selection method set out in the procurement Regulations.

Further information can be obtained at the address below during office hours 0800 to 1630.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by **November 10, 2025**.

Attention: Director-Procurement
Building: Head Quarter
Floor/Room Number:36/3609
City: Addis Ababa

Post Code: 255
Country: Ethiopia
Telephone: +251-11-113-0592
E-mail address: FoanoFola@cbe.com.et; FereselamDeressa@cbe.com.et ;
SurafelTsegayAlemayehu@cbe.com.et; HiwotHabtamu@cbe.com.et

Please refer the EOI reference number at the time of query.



Terms of Reference (TOR) for the Development of Environment, Social and Governance (ESG) Policy and implementation tools

1. Background and Rationale of ESG Consultancy

The Commercial Bank of Ethiopia (CBE) has envisioned to become a World-Class commercial bank financially driving Ethiopian's future. Sustainable business practices and operation in terms of Environment, Social and Governance (ESG) dimensions catalyse realization of the vision by earning stakeholders trust and reputation. ESG initiative synchronized with long term corporate strategy augment ensure CBE's transformation journey that results in astounding short-term viability and long-term sustainability in the market place.

Henceforth, CBE's commitment to stakeholders related to the ongoing reform, restructuring of the balance sheet and recapitalization drive to institutionalize ESG Policy Development and implementation tools. Therefore, in order to discharge its ESG commitments and obligations to stakeholders consistent with applicable and internationally acceptable standards, including the World Bank (WB) Environmental and Social Framework (ESF) and Environmental and Social Standards (ESSs) along with the instruments prepared for the project (Environmental and Social Commitment Plan (ESCP) and the Stakeholder Engagement Plan (SEP)), this TOR is prepared to hire a capable and seasoned international consultant on ESG policy and implementation and systems development using the Technical and Financial Assistance from International Development Association (IDA) as outlined in the Financial Sector Strengthening Project (FSSP) (P171627).

Environmental and Social Review Summary (ESRSA03801) of FSSP P171627 has identified that:

- Technological transformations of NBE, CBE, and DBE will generate hazardous e-waste, impacting the health of the biophysical and social environment and the country has very limited capacity and awareness in managing such waste.
- The Commercial Bank of Ethiopia (CBE) issued the ESG sustainability risk management guideline in March 2024. The Credit Appraisal Unit is designated to handle the environmental and social (E&S) risks and impacts of the bank credit line. The unit does not have an experienced E&S specialist; the staff is expected to handle the E&S risks and impacts. CBE has a functioning grievance management system separate for the retail and wholesale clients at branch, district, and head office levels.

2. Objective of the Assignment

The assignment intends to achieve CBE's stride in meeting ESG requirements in line with applicable international standards, commitments entered to stakeholders such as the IDA (WB) and Good International Industry Practices (GIIP). This will help to reinforce its reputational standing by managing inherent ESG risks and seizing opportunities effectively in its Financing, Investment and operations with the aim of ending extreme poverty, promoting shared prosperity and development.

In addition, the assignment will help to recalibrate corporate strategy and business model of the Bank with pressing concerns by diverse stakeholders and regulators on ESG risks and opportunities. It will also ensure institutional commitment in pursuit of both good corporate citizenship and sound business practices.

Down the ladder at CBE, it will streamline ESG into the Bank's internal business operations and practices, including governance, risk management, outsourcing and contracting, workforce management, reduction of environmental footprint. The Bank's interaction with external stakeholders will be enhanced through financial inclusion and access supported by digitization and feasible approach of branch expansion, efficient resource allocation in credit decision and stakeholder engagement.



Specifically, the objective of the consultancy service includes:

- Corporate and functional strategies such as Lending Strategy, Investment Strategy Develop, Human Resource Strategy, IT (Information Technology) strategy and others will be aligned and cognizant to ESG risks and opportunities of the Bank.
- Establish a robust ESG monitoring, reporting and risk management system in line with the regulatory and international best practice;
- Meet compliance requirements of WB's ESF and International Finance Corporation's (IFC's) performance standards on sustainability;
- Provide/inform capacity building programs to enhance bank-wide ESG awareness and implementation capability;
- Generate Integrated Report and Disclosure;
- Develop and Automate Environmental and Social Management System (ESMS) of the Bank;
- Develop and adopt a labour management procedure for project workers as part of the human resource manual that includes comprehensive Occupational Health and Safety (OHS) () guidelines and Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) measures that align with the WB's ESF;
- Develop, adopt, and implement a Waste Management Plan (WMP) for project related acquisitions that includes e-waste;
- Develop, consult, and disclose the social risk assessment prior to streamlining its branch network; and
- Carry out consultancies, studies, capacity building, training, and any other technical assistance activities under the Project, including ESMSs, Social risk assessment, and WMP consistent with WB's ESF.

3. Scope of Work (Engagement)

#REF	Description
Phase 1 – Diagnostic Assessment on ESG*	
A	General Work
A1	The ESG consulting firm is mainly required to: (i) Conduct Diagnostic Assessment on ESG practice and management in the Bank; (ii) Identify Gaps in Seizing ESG opportunities and managing risks in the Bank; (iii) Perform Peer Benchmarking with the leading banks in ESG and incorporate best practices; (iv) Assess organizational capacity and competency; (v) Review of ESG risks and opportunities in the Bank's overall operations; (vi) Assess Compliance to regulatory requirements, commitments and applicable ESG standards; (vii) Prepare Gap Analysis Report along with Recommendations to inform an ESG Policy; * A draft ESG Diagnostic Assessment shall be shared with the WB and other pertinent stakeholders for review and consensus
Phase 2 – ESG Synthesis and Intervention	
B	Specific Work
B1	Develop CBE's Internal ESG Policy



#REF	Description
	The ESG policy shall be consistent with ESMS encompassing 1. Environmental Policy (bank's carbon footprint, Objectives and Principles, scope of applicability, Banks requirements, institutional and implementation arrangements, clients' responsibility, resource efficiency, waste management, and climate risk adaptation and mitigation); 2. Social Policy (Employee diversity, Inclusion, Equity, Human Right, Occupational Health and Safety, Sexual Exploitation and Abuse, Corporate Social Responsibility (CSR) initiatives and Responsible procurement, etc); 3. Governance Policy (Transparency, Accountability, Anti-corruption, Grievance Redress Mechanism (GRM), Ethical decision making, Business Conduct); 4. Procedures for the identification, assessment and management of E&S risks and impacts of projects financed by the Bank; 5. Organizational capacity and competency with respect to ESG; 6. Monitoring and evaluation of E&S risks of projects and portfolio; 7. External Communication of ESG practices 8. Integrating ESG risk assessment into the Enterprise Risk Management Framework and Strategic Planning process in the Bank; 9. Define ESG Metrics and Targets for internal operations and Reporting. At minimum, The ESG Policy shall address E&S requirements of the World Bank, the Government of Ethiopia, Corporate Governance Directive of the NBE, Global Reporting Initiative's (GRI's) Sustainability Standards, Sustainability Guidelines for Banks in Ethiopia, and International Sustainability Standards Board (ISSB) standards, International Financial Reporting Standards (IFRS S1, and IFRS 2). The expected minimum content of the ESG policy shall include: 1. General ▪ Cover Page with CBE's Logo ▪ Table of Content ▪ Acronyms and abbreviations ▪ Document Control Details of the Policy 2. Introduction ▪ Preamble ▪ Short Title of the Policy ▪ Definition of Terms ▪ General and Specific Objectives of the Policy ▪ Scope of application ▪ Governing Rules ▪ Applicable Standards, Frameworks and Principles ▪ Guiding Principles 3. ESG Policy Statement ▪ Main policy Statement and Commitment of CBE covering Strategy, Governance, Risk Management and Targets and Metrics ▪ Specific Policy Statement and Commitment of CBE covering Strategy, Governance, Risk Management and Targets and Metrics



#REF	Description
	4. Authorities and Responsibilities 5. Miscellaneous Provisions - Compliance Provision - Implementation and Monitoring - Revision of the policy - Effective Date and Signature
B2	Develop Stakeholders ESG Due Diligence Policy - ESG Screening into Credit allocation and Lending decision (climate Risk Assessment, social impact evaluation); - Develop ESG based lending policies for high-impact sectors and projects; - Establish financial inclusion strategies to expand banking services access or considerations of ESG into branch expansion, digital banking etc; - Define a guideline for customer protection, grievance mechanism and fair treatment - Create ESG compliance requirement for third party partners
B3	Develop ESG System, Monitoring Tools and Frameworks - ESG System, implementation framework and monitoring tools; - ESG governance structure (Roles and Responsibilities of Board, Executive and Operational); - Design ESG Risk Assessment tool for evaluating loans, investments and Operational decisions; - Review existing projects ESG portfolio - Classification System of Projects by E&S Severity; - Based on their environmental and social risks and impacts, categorize Projects Financed by the Bank into three major categories (Schedules I, II, and III) as per the National ESIA Review Guidelines, or as High risk, Substantial Risk, Moderate Risk and Low risk categories as per the WB ESF and ESSs - Develop sustainability reporting aligned with Global Reporting Initiatives (GRI), SASB (Sustainability Accounting Standards Board), ISSB (International Sustainability Standards Board) and Task Force on Climate-related Financial Disclosure (TCFD) standards; - Develop ESG Performance monitoring dashboard for internal reporting. - Portfolio review of existing CBE projects E&S risks and developing a tracking dashboard.
B4	Develop Internal ESG Procedure of CBE. The ESG Procedure shall address E&S requirements of the World Bank, Government of Ethiopia, Corporate Governance Directive of the NBE, GRI's Sustainability Standards, Sustainability Guidelines for Banks in Ethiopia, SASB and ISSB standards (IFRS S1, and IFRS 2) and CBE's ESG policy to be



#REF	Description
	developed by the consulting firm. The expected minimum content of the ESG Procedure shall include: 1. General ▪ Cover Page with CBE's Logo ▪ Table of Content ▪ Acronyms and abbreviations ▪ Document Control Details of the Policy 2. Introduction ▪ Preamble ▪ Short Title of the Policy ▪ Definition of Terms ▪ General and Specific Objectives of the Policy ▪ Scope of application ▪ Governing Rules ▪ Applicable ESG Standards, Frameworks and Principles ▪ Guiding Principles of the ESG policy ▪ Organizational Structure of the ESG function 3. Main Body of the ESG Procedure ▪ ESG Risks and Opportunities Assessment Work Flows 4. ESG Due Diligence Process Products, Services and Operations ▪ Lending ▪ Investing ▪ Procurement, Contracting and Outsourcing ▪ Assessment and Management of Environmental and Social Risks and Impacts ▪ Stakeholder Engagement Procedure ▪ Assessment and management of Waste Management, including e-waste, ▪ As it has been clearly defined on page 92 of the WB ESF, the ESMS will include the following elements: (i) E&S policy; (ii) clearly defined procedures for the identification, assessment and management of the E&S risks and impacts of subprojects; (iii) organizational capacity and competency; (iv) monitoring and review of E&S risks of subprojects and the portfolio; and (v) external communications mechanism, ▪ The ESMS shall also sets out requirements to (a) screen all subprojects against any exclusions in the legal agreement; (b) screen all subprojects for E&S risks and impacts; (c) require that subprojects be prepared and implemented in accordance with relevant E&S national and local laws and regulations; (d) require specified subprojects to apply the relevant



#REF	Description
	requirements of the WB's ESSs; and (e) conduct appropriate E&S due diligence of subprojects, including E&S assessment, please refer page 9 of the WB's ESF, ▪ All other activities subject to ESG risk and opportunities and assessment 5. Authorities and Responsibilities 6. Miscellaneous Provisions ▪ Compliance Provision ▪ Implementation and Monitoring ▪ Revision of the policy ▪ Effective Date and Signature 7. Annexes and Templates
B5	Develop Labour Management Procedure Develop and adopt a labor management procedure as part of the human resource manual that includes comprehensive OHS guidelines and SEA/SH measures that align with the WB Environmental and Social Framework and Good International Industry Practice (GIIP). This includes specific labour risk identification, assessment, and management measures. It shall be consistent with: • Local Labor Laws, • ESS2- Labor and Working Conditions; • ESS4- Community Health and Safety; • GRI 401: Employment 2016 • GRI 402: Labour/Management Relations 2016 • GRI 403: Occupational Health and Safety 2018 • GRI 404: Training and Education 2016 • Other applicable standards
B6	Prepare Waste Management Plan (WMP) related to acquisitions that includes e-waste related to the procurement and use of IT hardware and software programs and operation systems and other over all activities and operations of the Bank. The waste management Plan shall also be in line with: • The WB ESS3- Resource Efficiency and Pollution Prevention and Management; • GRI 303: Water and Effluents 2018 • GRI 306: Effluents and Waste 2016 • GRI 306: Waste 2020 • Other Applicable local and international Standards
B7	Develop Training and Capacity Development Program on ESG/sustainability. Shall be key to determine the kind of talent needed for the bank's ESG strategy through a collaborative effort of



#REF	Description		
	among HR, Finance, other Business Divisions and Risk Management Function. Specific technical and specialized expertise will be required. Such as a blend of finance, business and environmental acumen or with risk management, regulatory and sustainability expertise. Levels of required expertise and knowledge shall be clearly designed as indicated in the table below.		
	ESG/Sustainability Knowledge and Expertise	Level in the Bank	Required Expertise
		Leadership	✓ Strong awareness of how sustainability aligns with bank's vision/strategies. ✓ Motivated to champion sustainability integration and related financial and other gains.
		Sustainability Experts	■ Deep knowledge/experience in the field. ■ Motivated to develop, drive, integrate and champion the topic across the bank.
		Business Teams	• Expert knowledge of financing mechanisms. • Motivated to pursue sustainable finance and service opportunities.
		Support Teams	✓ Strong knowledge of sustainability topics. ✓ Motivated to further the bank's sustainability agenda to minimize risk, foster talent, enhance brand.
		General Service	• Strong knowledge of sustainability topics. • Motivated to leverage sustainability to minimize bank's direct impacts
		All Employees	✓ Basic knowledge of sustainability topics ✓ Motivated to contribute and participate in bank's sustainability agenda
B8	Prepare Impact Reporting and Alignment with national Sustainable Development Goals (SDGs), NBE's Financial Inclusion Initiatives.		
B9	Develop Climate Resilience and Stress Testing Model I. Conduct climate related Scenario Analysis and Stress Testing to understand resilience of the Bank's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration identified climate-related risks and opportunities.		



#REF	Description
	II. Analyse the Bank's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term, including; a. The availability of, and flexibility in, the Bank's existing financial resources to respond to the effects identified in the climate-related scenario analysis and Stress Testing; b. The Bank's ability to redeploy, repurpose, upgrade or decommission existing assets; c. The effect of the Bank's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience; III. Indicate how and when the climate-related scenario analysis and Stress Testing to be carried out including: ✓ inputs to be used such as: (1) Which climate-related scenarios the Bank shall use for the analysis and the sources of those scenarios; (2) Diverse range of climate-related scenarios; (3) Climate-related scenarios associated with climate-related transition risks or climate-related physical risks; (4) Climate related scenario aligned with the latest international agreement on climate change; - scenarios are relevant to assessing its resilience to (6) The time horizons for the climate Scenario analysis; and (7) scope of operations to be included in the scenario analysis ✓ The key assumptions to be made in the analysis, including assumptions about: (1) climate-related policies in the jurisdictions in which the Bank operates; (2) Macroeconomic trends; (3) National- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources); (4) Energy usage and mix; and (5) Developments in technology
B10	Greenhouse Gas (GHG) Emission Methodologies Develop the methodologies and systems to measure greenhouse gas emissions in accordance with the Greenhouse Gas Protocol; (1) Scope 1 greenhouse gas emissions; (2) Scope 2 greenhouse gas emissions; and (3) Scope 3 greenhouse gas emissions
B11	Climate Related Risks and Opportunities Measurement



#REF	Description
	Develop methodologies to measure and estimate: a) Climate-related transition risks - the amount and percentage of assets or business activities vulnerable to climate-related transition risks; b) Climate-related physical risks - the amount and percentage of assets or business activities vulnerable to climate-related physical risks; c) Climate-related opportunities - the amount and percentage of assets or business activities aligned with climate-related opportunities; d) Capital deployment - the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities; and e) Internal carbon pricing methodologies to be used in investment decision, transfer pricing and scenario analysis.
B12	GHG Emission Estimation by Industry and Asset 1. Develop methodologies and approaches estimate absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 GHG emissions for each industry by asset disaggregating by: (i) Industry - using the Global Industry Classification Standard (GICS) 6-digit industry-level code for classifying counterparties, reflecting the latest version of the classification system. (ii) Asset class - include loans, project finance, bonds, equity investments and undrawn loan commitments. 2. Develop the methodology to be used to calculate financed emissions, including the method of allocation used to attribute the Bank's share of emissions in relation to the size of its gross exposure.
B13	Classification of Green and Brown Assets Set the Standards for the classification of Green and Brown assets in the Balance sheet.
B14	Exclusion List Set Exclusion List as per IFC and other local applicable E&S legislations
B15	Mapping of ESG standards and Frameworks Map of World Bank E&S Framework, GRI, ISSB, SASB, Corporate Governance Directive SBB/91/2024 and Sustainability Standards for Ethiopian Banks
B16	Materiality Matrix Develop materiality matrix for ESG issues in the Bank from Financial Perspectives (could reasonably be expected to trigger material financial effects on the organization, operational and financial performance, financial position, cash flows, access to finance and cost of capital); and Impact Perspectives (when it pertains to impact on people or the environment over the short-, medium- or long-term, including those connected with the organization's own operations and associated with bank clients).
B17	ESG Scoring/Rating System for Borrowers Design ESG rating system/model for clients to incorporate ESG in the overall credit decision making process.



#REF	Description
B18	ESG Assessment Threshold Propose the threshold of Transaction Value, Lending amount, Investment amount, Procurement, out sourcing and other economic activities where ESMS can apply based on best practices and international standards.
B19	ESG Monitoring Systems Develop monitoring tools and Templates used to screen and disclose the percentage of transactions that are screened for E&S risks, the percentage that have E&S action plans, and the link with credit risk.
C	Diagnostic Assessment of ESG Practice and Systems
C1	Conduct Comprehensive Diagnostic Assessment on CBE's practice in Managing ESG risks and Operation ties, Alignment With the Strategic Plan, Annual Reports and Disclosures using SASB, GRI, TCFD, ISSB standards and Regulatory Requirements.
C2	Review CBE's systems and Infrastructures in capturing data on ESG risks and opportunities;
D	Relevant ESG standards, Frameworks and Principles
	The following are some of • IFC's ESG performance Standards • Corporate Governance Directive SBB/91/2024 issued by NBE • Sustainability Standards for Banks in Ethiopia Issued by Ethiopian Bankers Association • World Bank E&S Framework • GRI standards Issued by GSSB • SASB standards issued for Commercial Banks • IFRS Sustainability Standards Issued by ISSB • The Equator Principle • Principles of Responsible Investment • UNEP FI Principles of Responsible Banking
E	Data to be Submitted to the consulting firm
	The Following Documents can be submitted to the consulting firm ▪ HR policy and Procedure ▪ Risk Management Policy ▪ Finance Policy and Procedures ▪ Corporate Governance Framework ▪ Credit Policy and Procedure ▪ Investment Policy ▪ The FSSP Project Appraisal Document ▪ The WB Environmental and Social Framework (ESF), ▪ Environmental and Social Commitment Plan (ESCP) ▪ Stakeholders Engagement Plan (SEP) ▪ Stakeholder Management Policy ▪ Conflict of Interest Management Policy ▪ Customer Relationship Management Policy ▪ ESG risk Assessment Conducted at CBE ▪ Any other relevant data and document requested by the consulting



#REF	Description
	- firm - Complaint Handling Policy/Procedure
F	Reports
	- Engagement Plan along with expected deliverables - Inception Report (it shall be shared with the WB for review and comments) - Biweekly status report in line with scheduled tasks and activities
G	Major Deliverables
	1. Comprehensive ESG Diagnostic Report: Risk & Opportunities, Gaps & Recommendations, and Systems Evaluation. The report shall contain the following sections. - o Diagnostic Assessment Report on ESG Risk and Opportunities Management Practice at CBE - o Report on Identified Gaps and Recommendation/Proposal - o Systems Assessment Report on ESG data capture and analysis 2. Labour management procedure as part of the human resource manual that includes comprehensive OHS guidelines and SEA/SH measures that align with the ESF and Good International Industry Practice (GIIP). 3. 5. Social Risk Assessment Report6. ESG Policy of CBE 4. ESG Procedure of CBE 5. ESG Taxonomy 6. ESG Materiality Matrix 7. ESG Reporting and Disclosure framework as per IFRS Sustainability Standards 8. ESG Reporting Templates and Frameworks as per international acceptable standards 9. ESG Rating System of Individual Borrowers 10. ESG Targets and Metrics 11. Relevant Templates and Spreadsheets 12. Climate Risk Scenario Analysis and Stress Testing model that contains: - o Climate Risk Scenarios - o Assumptions - o Impact Analysis of Climate risks on traditional risks (credit risk, market risk, liquidity risk and operational risk) - o Alignment of Climate risk stress testing with Internal Capital Adequacy Assessment Process (ICAAP) Internal Liquidity Adequacy Assessment Process (ILAAP) 13. Stakeholder Engagement Policy 14. Waste Management Plan (WMP), including e-waste 15. Comprehensive Environmental and Social Management System (ESMS) 16.
H	Independence, Impartiality and Confidentiality



#REF	Description
H1	The consulting firm shall apply non-disclosure principle on the material information on the Bank's documents, data and any other information.
H2	Shall not have any affiliation with Board of Directors (BoD) and Executive Management Council (EMC) members of the Bank. If there is any affiliation, it shall be responsible to declare.
I	Consulting Standards
I1	The ESG consultancy should be applied by the selected Management Consulting/Professional Services firm (hereinafter: consulting firm), which should be a reputable international consulting firm as described in this TOR with immense ESG consultancy in Financial Institutions.
I2	The consulting firm should plan and perform its task as specified in this TOR.
J	Annex
J1	World Bank Environmental and Social Framework ESS1- Assessment and Management of Environmental and Social Risks and Impacts; ESS2- Labor and Working Conditions; ESS3- Resource Efficiency and Pollution Prevention and Management; ESS4- Community Health and Safety; ESS5- Land Acquisition, Restrictions on Land Use and Involuntary Resettlement; ESS6- Biodiversity Conservation and Sustainable Management of Living Natural Resources; ESS7- Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities; ESS8- Cultural Heritage; ESS9- Financial Intermediaries ESS10- Stakeholder Engagement and Information Disclosure
J2	GRI's Sustainability Standards GRI standards are issued by Global Sustainability Standards Board (GSSB). It comprises three major components • Universal Standards - incorporate reporting on human rights and environmental due diligence, in line with intergovernmental expectations, and apply to all organizations; GRI 1: Foundation 2021 GRI 2: General Disclosures 2021 GRI 3: Material Topics 2021 • Sector Standards - enable more consistent reporting on sector-specific impacts; GRI 11: Oil and Gas Sector 2021 GRI 12: Coal Sector 2022 GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022



#REF	Description
	GRI 14: Mining Sector 2024 • Topic Standards - list disclosures relevant to a particular topic. GRI 101: Biodiversity 2024 GRI 201: Economic Performance 2016 GRI 202: Market Presence 2016 GRI 203: Indirect Economic Impacts 2016 GRI 204: Procurement Practices 2016 GRI 205: Anti-corruption 2016 GRI 206: Anti-competitive Behaviour 2016 GRI 207: Tax 2019 GRI 301: Materials 2016 GRI 302: Energy 2016 GRI 303: Water and Effluents 2018 GRI 304: Biodiversity 2016 GRI 305: Emissions 2016 GRI 306: Effluents and Waste 2016 GRI 306: Waste 2020 GRI 308: Supplier Environmental Assessment 2016 GRI 401: Employment 2016 GRI 402: Labour/Management Relations 2016 GRI 403: Occupational Health and Safety 2018 GRI 404: Training and Education 2016 GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-discrimination 2016 GRI 407: Freedom of Association and Collective Bargaining 2016 GRI 408: Child Labour 2016 GRI 409: Forced or Compulsory Labour 2016 GRI 410: Security Practices 2016 GRI 411: Rights of Indigenous Peoples 2016 GRI 413: Local Communities 2016 GRI 414: Supplier Social Assessment 2016 GRI 415: Public Policy 2016 GRI 416: Customer Health and Safety 2016 GRI 417: Marketing and Labelling 2016 GRI 418: Customer Privacy 2016



4. The Firm Qualification & Experience and Required Personnel

4.1. Firm Qualification and Experience

- 4.1.1. The Firm to be selected will be an internationally reputable professional services firm with offices or member firms in not less than 5 countries preferably from Africa and Europe.
- 4.1.2. The Consultant firm shall have extensive experience in the provision of specific consulting services to banks and capacity to conduct the ESG risk assessment as described in the TOR above including international institutions/banks that are owned by governance and state-controlled banks.
- 4.1.3. The Consultant firm should clearly demonstrate the following in its technical proposal;
 - a) Full knowledge and experience in the use and application of applicable international and local regulations for the task. Such knowledge should have been gained in the performance of ESG risk assessment internationally, and with experience of performing ESG in less developed countries & developing countries.
 - b) The consultant firm proposal shall contain a narrative supported by relevant documents regarding its capacity, size, general reputation experience in consultation service including ESG risk assessment.
 - c) The consultant firm shall also include names of organizations and persons with whom the consultant firm had delivered on similar projects, the values associated contracts, duration and client contact information.
 - d) The consultant firm shall provide CVs of the proposed staffs and confirm their availability to commence the work.
 - e) The consultant firm shall prepare a detailed work plan for each activities/task mentioned in the scope of the service including project approach and methodology.

4.2. Required Personnel

- 4.2.1. Staff proposed for the project, must be able to demonstrate the ability to collectively deliver all of the deliverables specified in this TOR.
- 4.2.2. The staffs proposed to be assigned to the assessment shall have the necessary knowledge, skill and experience in similar projects prior to this project particularly in the banking sector: ESG risk assessment, mitigation mechanism and to provide implementation plan.
- 4.2.3. The staffs proposed for the task shall have substantial diplomatic and interpersonal skills.
- 4.2.4. Technical proposals should specify: the names, qualifications and experience of all personnel assigned to perform the services; the specific services that each person will perform; and the time (in workdays) allocated for the performance of the specific service.
- 4.2.5. Substitutions of personnel will only be permitted with the written consent of CBE. Consent will only be granted in cases where:
 - a) The reason for substitution is fully justified; and,
 - b) Where the proposed replacement person has fully equivalent or higher seniority, qualifications and experience and that will be acceptable to CBE.

4.3. Structure of Responsibilities

Technical bids should reflect the following structure of responsibilities and duties:



5. Key personnel to be Deployed by the Consultant

The consulting shall provide competent personnel for the performance of this service as per the TOR. It is preferable if 1 or 2 specialist from Ethiopian nationals, who better know the local context and frameworks, or as sub-consultant. The minimum key personnel shall include but not limited to:

Key Experts Required	Minimum Man-Months required	Minimum Required Number	Minimum Educational Qualification	General Experience	Relevant Experience
Project Manager	7 months onsite	1	First Degree in Management or related business fields and relevant certifications in ESG and Experience in the engagement of similar projects in financial institutions	10 Years	5 Years in similar project management as a project manager
Environmental Specialist (with occupational health and safety expertise)	7 months onsite	1	Advanced degree (Masters or PhD) in environmental or natural and related discipline	8 Years	5 Years in environmental risk related consulting assignment in Financial Institutions, preferably.
Climate risk modeling and stress testing expert/specialist	7 months onsite	1	Advanced degree (Masters or PhD) in environmental or natural and related discipline and Climate risk modeling and stress testing experience in financial institutions will be an added advantage		5 Years in environmental risk related consulting assignment in Financial Institutions, preferably.



Social Specialist in (with gender expertise)	7 months onsite	1	Advanced degree (Masters or PhD) in economics, sustainability, or social sciences and related discipline	8 Years	5 Years in Social risk related consulting assignments in Financial Institutions, preferably
Governance Risk Specialist/Expert	7 months onsite	1	Degree in a relevant field, such as business, finance, or economics	8 Years	5 Years in Governance risk related consulting assignments in Financial Institutions, preferably

6. Evaluation Criteria

6.1 General qualifications (general education, training, and experience): [20%] is decomposed into:

6.1.1 Education and training/certification [weights 12%]

- a) Educational Status as mentioned in the table above: [weights 8%] for PHD (8%), MA/MBA/MSC (6%), and BA/BSC (4%)
- b) Relevant certification weights (4%)

6.1.2 General Experience as mentioned in the table above [weights 8%] an experience equal to or above 15 years (8%), 8 to 15 years (6%), less than 8 years (4%)

6.2 Adequacy for the Assignment (experience in the sector/similar assignments): [70%] is decomposed in to:

- 6.2.1 Relevant Experience on the field (20%): 2 points for every related experience with maximum of 20%;
- 6.2.2 International Bank/Financial Institution projects in the sector/similar assignments (25%): 5 points for every international bank /financial organization with maximum of 25%; and
- 6.2.3 Number of man-months projects in the sector/similar assignments (25%): provided that experts with the higher man-months in relevant projects will score the maximum weight.

6.3 Knowledge of the Ethiopian Economy (10%)

- 6.3.1 Consulting exposure in Ethiopia (2%)
- 6.3.2 Consulting exposure in developing economies similar to Ethiopia (3%)
- 6.3.3 Participation by nationals among proposed key experts (5%)

7. Proposed Duration for the Tasks/ Duration of the assignment

The consulting firm shall commence carrying out the task ten days from date of contract signing and finalize and submit all the final deliverables within **seven months** from the start date. The first three months will be allotted for the diagnostic assessment (phase 1) and the remaining four months for the ESG synthesis and intervention schemes (Phase 2)

8. Responsibilities of the Consulting Firm

The consultant firm shall carryout the following duties and responsibilities apart from others:



- a. The consulting firm shall respect and abide by the terms and conditions stated in the Request for Proposal (RFP);
- b. The consulting firm shall perform the assignment in compliance with all applicable standards, laws and National Bank of Ethiopia Directives;
- c. The consulting firm shall act in good faith towards CBE and acknowledges that the terms and conditions in discharge of its duties;
- d. At all times, the Consultant shall recognize with the ingenuity, capability and knowledge to render the service required;
- e. The consulting firm shall remain duly bound at all times not to disclose CBE's and its customer's information obtained during its relation with CBE;
- f. The Consulting firm shall submit performance and other reports when CBE requests; and
- g. The Consultant is directly responsible to communicate with the assigned Project Supervisor.

9. Responsibilities of CBE

CBE shall carry out the following responsibilities apart from others:

- a. CBE shall avail counterpart team;
- b. CBE will avail office in Addis Ababa, and other office facilities;
- c. CBE will provide all relevant data and other information for the execution of the Project; and
- d. CBE's staff will be available to answer any inquiry as needed.
- e. The assigned Project Supervisor in consultation with other divisions of the bank shall assess the quality of the service provided as per the above-mentioned reports delivered by the Consultant.

10. Project Management, Reporting and Deliverables Assessment

10.1 Project Management Structure

The Firm or consortium of firms (both referred to as the "Firm") selected to carry out the project shall report to a designated project supervisor (the "PS") appointed by CBE and reporting to CBE's Executive Management Committee/the President. The PS shall be responsible for coordinating the activities of the Firm at CBE.

10.2 Internal and External Reporting

All reports and other deliverables are to be submitted for review and comment to the top management of CBE through the designated PS in draft prior to finalization. The draft and final reports/deliverables, prepared by the Firm will be provided to CBE under conditions of confidentiality. All data, financial or other information provided to the Firm by CBE shall remain the sole property of CBE and the reports/deliverables prepared by the Firm shall not be shared with any other party except:

- a) As provided for in this TOR; and
- b) As determined by authorized persons or bodies of CBE.

The consultant firm shall prepare and deliver reports that contain the different assessment results and the respective recommendations and designs as indicated under the expected deliverables section within the time limit shown. The deliverable/reports should be submitted in English as appropriate in the form of Microsoft Office Word (or converted to PDF). The consultant shall prepare overall progress report every two weeks and submit to the Steering Committee for review and approval.

10.3 Deliverables Assessment

The assigned PS in consultation with respective stakeholders shall assess the quality of the service provided as per the listed deliverables, reports and implementation



recommendations, developed policies & procedures, tools and systems by the consulting firm. And finalization will be only up on the approval of the Executive Management Committee or the President of the Bank.