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| **Strengthening of Urban Resilience in the**  **Areas of Supply Infrastructure and Housing in Ukraine (SUR)** | **Project number/** **cost centre:**  23.1821.0-001.06 |

**Terms of Reference (ToR)**

for the procurement of services

**"****Development and Implementation of a Comprehensive Educational Program**

**‘Distributed Generation: A Step Toward Ukraine’s Energy Resilience’"**

1. **List of abbreviations**

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| **Abbreviation** | **Full Name** |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH |
| ToR | Terms of Reference |
| RES | Renewable Energy Sources |
| BESS | Battery Energy Storage Systems |
| UTC | United Territorial Community |

SUR Strengthening of Urban Resilience in the Areas of Supply Infrastructure and Housing in Ukraine (SUR)

1. **Context**
   1. **Description of the project**

The GIZ transitional development assistance project Strengthening of Urban Resilience in the Areas of Supply Infrastructure and Housing (SUR), financed by BMZ by October 2027, focuses on the repair and rehabilitation of critical supply infrastructure and services as a contribution to municipal civil protection, as well as urban resilience and the rehabilitation, repair, and creation of municipal and private housing as a contribution to social resilience in Ukraine.

The goal of the project is to systematically strengthen resilience of municipal services of general interest in selected regions. Urban resilience is the ability of an urban system to react resiliently in the event of crises, while at the same time adapting, reshaping, and strengthening itself in terms of sustainable urban development. The project is part of the Transitional Assistance fields of action reconstruction of basic infrastructure and services as well as disaster risk management on the one hand, the focus lies on immediate measures to restore the functionality of damaged or destroyed critical supply infrastructure in a robust, adaptive, and, if possible, future-proof manner. Where available, current damage analyses and existing planning principles are used to contribute to the medium- and long-term development of municipalities in the sense of a build-back-better approach. When selecting measures, care must be taken to ensure that they are modular, flexible, replicable, scalable, and can be implemented quickly to achieve economies of scale in procurement processes. Of particular importance is the consideration of local winter relief measures and aid offers from the international community. In addition, the selected cities and municipalities, as well as private actors (owners, if possible, owner associations or neighbourhood cooperatives), are supported in the rehabilitation, repair, and creation of housing. The measures proposed here primarily address simple buildings, in the case of rehabilitation, buildings with light (windows, roofing, façade, etc.) and medium damage (light structural damage to walls/ceiling/roof) without significant, structurally relevant damage.

* 1. **Background**

The Ukrainian energy system is operating under unprecedented challenges. The centralized infrastructure has demonstrated its vulnerability to attacks, creating constant risks to the stable energy supply for communities and businesses. An urgent need has arisen to form a new, decentralized, and resilient energy supply model, driven by distributed generation.

Ukrainian municipalities, especially those located near the frontline, are currently receiving significant amounts of technological equipment from donors, the government, or through their own procurement. This includes cogeneration systems, photovoltaic (PV) installations, and other technologies capable of producing both heat and electricity.

A critical challenge is that municipalities often lack the necessary capacity, technical expertise, and regulatory understanding to manage the surplus electricity generated by this equipment. For example, many municipalities pay for natural gas to operate their cogeneration units, but they are unable to sell the produced electricity at the energy market. As a result, the potential benefits of these technologies are not fully realized, and in some cases the electricity produced cannot be efficiently utilized, integrated, or monetized.

The goal of the training is to develop training modules for energy managers and municipal decision makers of SUR respective 13 regions (Kyiv, Zaporizhzhya, Mykolayiv, Kharkiv, Odesa, Kherson, Dnipropetrovsk, Sumy, Poltava, Zhytomyr, Cherkasy, Kirovograd and Chernihiv). The emphasis here would be on electricity market training modules that will support the adaptation of the energy system to the new realities. In addition, specific resilience-focused training modules have been integrated into the SUR qualification programme to strengthen systematic disaster risk management. These modules cover the use of practical tools, risk analysis, identification of mitigation measures, and the establishment of monitoring mechanisms. Tasks to be performed by the contractor.

The main objective of this ToR is the development and implementation of the comprehensive educational program “Distributed Generation: A Step Toward Ukraine’s Energy Resilience“, which will include analytical, educational components for representatives of local communities, communal enterprises and businesses.

The Contractor shall be responsible for providing the following services:

* Conduct the preparatory and analytical phase: Assessment of target audience needs, establishment of an expert council, and development of a methodology of training program.
* Develop educational programs and materials:
  + Engagement of a pool of expert practitioners. The tender participants shall submit the CVs of proposed experts (in accordance with clause 6 of the Technical Methodological Concept, Personnel Concept.) GIZ will evaluate these CVs in the same manner as those of the Team Leader (TL) and Key Experts (KEs).
  + Creation of exclusive content (video lectures, case studies, document templates).
* Organize and implement the educational program:
  + Organization of information campaign to identify and select participants. Participants will be selected through an open and transparent process from municipalities and cities in the 13 oblasts where the project operates. List of participants and selection coordinated with SUR according to provided criteria. The contractor will receive the list of SUR partners municipalities.
  + Conduct of trainings in an engaging and interactive manner.
* Select and prepare a list of potential trainers from the group following the completion of the training.
* Preparation of reports for GIZ in accordance with the established requirements.

1. **Tasks to be performed by the contractor**

The contractor is responsible for providing the following services in close coordination with the GIZ entities, SUR project and RB Sued:

1. Establishment of a Team of Experts

* Identify, select, and contract qualified key experts and a short-term expert pool in relevant thematic areas (e.g., energy markets, regulation, and system adaptation, didactic methodology of the training etc). The tender participants shall submit the CVs of proposed experts (in accordance with clause 6 of the Technical-Methodological Concept, Personnel Concept). GIZ will evaluate these CVs in the same manner as those of the Team Leader (TL) and Key Experts (KEs).
* Ensure compliance with procurement and contracting procedures.

1. Open and transparent city selection process organization

The contractor shall organize selection process to choose participants for the trainings from municipalities and cities (urban hromadas and/or above 20.000 inhabitants) across 13 regions (oblasts) where the SUR project has mandate for implementation. The contract will receive the list of SUR partners municipalities. The selection includes the following steps and to be organized by the contractor:

* **Call for Applications** – An open invitation will be announced for municipalities from the 13 regions to apply for participation.
* Intro meeting to present idea of training
* **Preliminary Screening** – Submitted applications will be reviewed to verify eligibility and compliance with project objectives.
* **Evaluation and Selection** – Eligible applications will be evaluated based on predefined criteria, including motivation, vulnerability, readiness, and institutional capacity.
* **Final Confirmation** – The list of selected municipalities will be approved, and official notifications will be issued to confirm participation.

At least 140 participants will be selected. Final list of cities and participants coordinated with SUR.

1. Needs Assessment conduct to analyse the audience lack of knowledge

* Conduct consultations with key stakeholders to identify cities officials’ needs and capacity gaps, ensuring representation of key institutions, regions, and gender balance.
* Analyse institutional and technical competencies required to support energy system adaptation, resilience enhancement, and disaster risk management (DRM) strengthening.
* Prepare a comprehensive needs assessment questionnaire and a report outlining target groups, learning objectives, and priorities.

The analysis shall be guided by the following criteria:

* Capacity gaps – Identification of existing skills and areas for development.
* Feasibility – Practicality of implementation under current conditions.
* Sustainability – Potential for long-term impact and institutional ownership.
* Synergies – Coordination with other ongoing programs and initiatives.
* Vulnerability – identification of exposition to external shocks and threats as well as capacity for preparedness and responsiveness to them.

1. Development of Training Methodology

* Design a tailored training methodology aligned with adult learning principles which shall apply interactive, practice-oriented, and participatory methods that enhance engagement, reflection, and knowledge retention. Given that the training will be delivered online, the provider is expected to use a variety of digital didactic techniques to ensure an interactive and motivating learning experience like peer-to-peer methods, case study style, direct consultation with practitioners and sector-specific requirements.
* Define learning outcomes, structure, and delivery approach (e.g., interactive sessions, case studies, simulations).
* Integrate gender-sensitive and inclusive learning methods where applicable.

The Training Methodology shall follow the main principals:

* Respect and build on participants’ existing professional experience.
* Focus on practical application rather than theoretical content.
* Encourage interaction, reflection, and collaboration.
* Ensure clarity, accessibility, and flexibility in learning formats.

1. Preparation of the Training Program and Curriculum

* Develop agenda based on the approved methodology and needs assessment and the following training goals:
* Strengthen participants’ knowledge of energy resilience concepts, including energy security, energy efficiency, and renewable integration.
* Enhance practical skills for planning, implementing, and monitoring energy resilience measures in Ukrainian local and national contexts.
* Enable participants to analyze risks, identify gaps, and propose solutions in energy systems under changing conditions (e.g., crises, climate events).
* Foster peer learning, knowledge sharing, and networking among participants from different institutions.
* Coordinate with experts and GIZ project representative to ensure the agenda reflects current challenges and practical solutions.
* Develop curriculum based on the agreed training program/agenda.
* Finalize session outlines, timing, and responsibilities for trainers/facilitators.

1. Implementation of the Training

**Target Audience:**

* Representatives of municipalities responsible for energy, housing, and infrastructure sectors.
* Professionals engaged in energy efficiency, energy planning, and climate resilience projects in Ukraine.
* Decision-makers and technical experts interested in applying energy resilience approaches in practice.

Participants’ number: minimum 140 (specify based on your context).

### Content Requirements

### The training content shall cover at a minimum:

* Concepts and frameworks of energy resilience based on decentralised energy solution introduction, integration of renewable energy sources (RES).
* Energy system and energy market of Ukraine including risk assessment and management.
* Energy grid and connection.
* Policy, regulatory, and financing mechanisms in Ukraine and EU, EU Energy directive.
* Case studies of energy resilience and recovery in conflict-affected areas.
* Digital tools and methodologies for monitoring and planning.
* Practical exercises and group discussions linking theory to Ukrainian institutional context.

### Training framework

The proposal must include number of training modules, duration of each module (in hours) and total number of training hours. Suggested sequence of modules, showing logical flow from foundational knowledge to applied practice. Additionally, each module should include:

* Learning objectives.
* Core content topics.
* Proposed didactic methods (lectures, case studies, exercises, group work, quizzes, etc.).
* Expected outcomes for participants.

The contractor should fulfil the following tasks:

* Develop curriculum including learning modules taking into account the above described the training framework.
* Prepare and conduct trainings for selected participants.
* Collect participant feedback and prepare a brief evaluation report summarizing results and recommendations.
* Provide certification for successful participation.
* Contribute to SUR Communication and M&E activities, e.g. providing participants lists, photo documentation, etc.

1. Selection of potential participants to be designated as trainers/multiplicators.

* Following the completion of the participant training, potential candidates will be selected from the group to be designated as trainers.
* Selection criteria:
  + Energy market competence
  + Communication skills
  + Facilitation abilities
  + Availability and commitment to be a trainer
  + Active and successful participation in all training modules

Additionally, the contractor is responsible for the following cooperation management tasks:

* The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
* The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
* The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ. The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The contract's duration is from 08.12.2025 till 08.06.2026.

* 1. **Deliverables and Reporting:**

The contractor shall submit all reporting documents to the person responsible for the contract.

All written and verbal communication under the contract is confidential and not subject to disclosure to third parties. To receive each payment for services, the contractor shall provide the following documents:

* Invoice (in English);
* Act of Acceptance (in English and Ukrainian);
* Report on working days according to the scope of work requirements (Time Sheets).

For timely payment, the necessary documents shall be provided by the expected date of payment. Payment can only be made after the prior agreement of the contact/responsible person.

The contractor will be responsible for the following:

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| **Reporting/ Deliverable #** | **Requirements to the format** | **Anticipated period, by** |
| Target audience needs assessed and identified;  methodology of training program developed. | UKR and ENG language, PDF | End of January 2025 |
| List of participants from 13 regions and training of up to 140 participants  Contracted pool of expert practitioners;  exclusive content for the training developed;  training delivered; | UKR language, PDF | End of February 2026 |
| A list of potential trainers has been completed.  Reports for GIZ in accordance with the established requirements | UKR and ENG language, PDF | May/June 2026 |

1. Concept (technical-methodological design)

In the bid, the tenderer is required to show how the objectives defined in Chapter 2 (Tasks to be performed) will be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept).

## Technical-methodological concept

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

The tenderer is required to present the long- and short-term experts relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

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

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

## Project management of the contractor (1.6)

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

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

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

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

## Further requirements (1.7)

The contractor shall ensure the **systematic consideration of cross-cutting themes**, in particular:

* **Gender equality**, including the integration of gender-sensitive approaches in all stages of the activity (planning, implementation, and evaluation); and
* **Gender balance**, ensuring equitable participation and representation of women and men (e.g., in expert selection, participant groups, and speaker panels).

1. Personnel concept (proposed staff)

The Contractor is required to provide personnel who are suited to filling the positions described, based on their CVs, the range of tasks involved and the required qualifications.

The personnel must be provided for all positions; otherwise, the bid will be disqualified. Each expert can hold only one position; multiple position holdings are not permitted.

## Team leader

Tasks of the team leader

* Overall responsibility for the advisory packages of the contractor (quality and deadlines)
* Coordinating and ensuring communication with GIZ, partners and others involved in the project
* Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
* Project management and overall supervision of the project implementation
* Regular reporting in accordance with deadlines

Qualifications of the team leader

* Education/Training (2.1.1): Master’s Master’s degree or equivalent in the fields of in Electrical Engineering and/or Power Systems and/or Energy Supply and/or or Industrial Automation, with a strong technical background in the energy sector and Master’s degree in Business Administration (MBA) - 10 points; degree or equivalent in the fields of in Electrical Engineering and/or Power Systems and/or Energy Supply and/or or Industrial Automation and with a strong technical background in the energy sector:.5 points; lower level of education or inadequate education - 0 points;
* Languages (2.1.2): level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);
* General professional experience (2.1.3): professional experience in the energy sector, including work in electricity distribution, generation, and corporate management, with a track record of implementing strategic, operational, and organizational development initiatives: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Specific professional experience (2.1.4): specialized experience in energy sales operations, market regulation, including practical experience in implementing organizational reforms, energy efficiency programs, and investment projects within the Ukrainian energy sector: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Leadership/management experience (2.1.5): experience in leadership positions with a proven ability to manage large interdisciplinary teams, oversee operational processes, and ensure the effective implementation of complex institutional projects; more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points
* Development cooperation (DC) experience (2.1.7): Experience in international cooperation and donor-funded initiatives, including participation in donors programs and collaboration with international financial institutions aimed at strengthening Ukraine’s energy security, improving corporate governance, and promoting sustainable energy development. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.
* Other (2.1.8): Recognized expertise in strategic management and planning, corporate governance, and modernization of energy systems; practical experience in investment planning and implementation of innovative technologies;; deep knowledge and commitment to energy decentralization and sustainability. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.

## Please indicate your proficiency level defined in the Common European Framework of Reference for Languages (CEFR).

If the submitted document contains personal data of persons other than the expert, such data needs to be hidden.

## Key expert 1 Expert Market

Tasks of key expert 1

* Lead the design and structuring of the comprehensive training program “Distributed Generation: A Step Toward Ukraine’s Energy Resilience.”
* Develop a detailed training plan and schedule, ensuring alignment with project objectives and target audience needs.
* Coordinate the selection, engagement, and supervision of short-term experts, ensuring their expertise and training materials in coordination with GIZ. Oversee the development of educational materials, including presentations, case studies, methodological guidelines, and digital content.
* Coordinate the integration of thematic modules (energy markets, distributed generation, resilience, and risk management) into a coherent and logically structured curriculum.
* Ensure quality control and consistency of all educational modules, verifying technical accuracy, relevance
* Moderate the learning process and interaction between participants, trainers, and mentors to foster an active, practice-oriented learning environment.
* Provide methodological support to lecturers and ensure the use of adult learning principles, inclusive and gender-sensitive approaches.
* Coordinate with GIZ, project partners, and other key stakeholders regarding curriculum approval, schedule updates, and reporting.
* Support the integration of resilience and risk management topics within the training agenda, ensuring practical applicability to municipal and regional contexts.
* Prepare progress reports and contribute to the final evaluation of the training program, summarizing achievements, lessons learned, and recommendations for future activities.

Qualifications of key expert 1

* Education/training (2.2.1): PhD degree in the technical, economic, or management fields – 10 points; Master’s degree in the fields of Economics, Finance, Management, Public Administration, Energy Policy, -points; lower level of education or inadequate education - 0 points; The educational background should demonstrate a comprehensive understanding of economic systems, energy sector governance, and institutional development.
* Language (2.2.2): level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);
* General professional experience (2.2.3): professional experience in the fields of energy, finance, and industrial sectors, including project management, policy development, and institutional advisory roles: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Specific professional experience (2.2.4): experience in renewable energy, and decentralised distributed generation projects, as well as advisory and analytical work for state institutions, practical experience in developing and supervising educational and analytical programs in the field of energy policy, efficiency, and market regulation; specific qualification in infrastructure resilience or systematic disaster risk management: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Leadership/management experience (2.2.5): experience in senior management positions; proven ability to effectively lead multi-stakeholder teams, coordinate expert groups, and oversee the implementation of large-scale educational and advisory programs: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Development cooperation (DC) experience (2.2.7): Experience in participating in initiatives to develop cooperation on energy reform, decarbonization, and integration with the EU. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.
* Deep understanding of EU energy and climate policy frameworks, including renewable energy integration and market liberalization processes. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.

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## Key expert 2 Energy Educational training developer

Tasks of key expert 2

### Lead the development of the methodological framework for the educational program “Distributed Generation: A Step Toward Ukraine’s Energy Resilience.”

### Design the overall training structure, ensuring consistency between learning objectives, content, and expected competencies of participants and pedagogical effectiveness.

### Develop training methodologies in line with adult learning principles, including interactive formats, case studies, simulations, and blended learning tools.

### Provide methodological guidance to short term experts regarding content preparation, delivery approaches, and evaluation mechanisms.

### Ensure that all training materials meet pedagogical, technical, and gender-sensitive standards, promoting inclusiveness and accessibility.

### Contribute to the development of assessment tools for measuring learning outcomes and participant satisfaction.

### Collaborate closely with GIZ representatives, and experts to ensure quality alignment and adherence to project goals.

### Support the preparation of reports and methodological documentation, summarizing implemented approaches, challenges, and recommendations for future capacity-building initiatives.

Qualifications of key expert 2

* Education/training (2.3.1): PhD degree in the economic, management or Public Administration fields – 10 points; Master’s degree or equivalent in the fields of Economics, Management, Public Administration, - 5 points; lower level of education or inadequate education - 0 points;
* The educational background should demonstrate a comprehensive understanding of economic systems, energy sector governance, and institutional development.
* Language (2.3.2): level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);
* General professional experience (2.3.3): professional experience in the public governance, energy, energy efficiency, public administration, educational program development, professional standards development, training methodology and educational sectors: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);
* Specific professional experience (2.3.4): experience in the development of qualifications, professional standards and certificate programs for energy experts in energy sector, covering energy efficiency, renewable energy, or distributed generation; participation in development of training programs for working professionals, experience in implementation of educational programs in the educational process of the State Employment Center and the Ministry of Education and Science: more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points;
* Other (2.3.8): Competencies in professional standards development, training for trainers, lecturing to students, curricula elaboration, scientific research, and institutional communication. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.

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## Key expert 3 Communications and Monitoring Specialist

Tasks of key expert 3

* Lead the development and implementation of the project’s communication and visibility strategy, ensuring compliance with GIZ communication standards and consistent public representation of project activities.
* Manage the project’s online learning and communication platform, including planning, content updates, participant engagement, and feedback mechanisms.
* Coordinate internal and external communications, facilitating effective information flow between GIZ, project partners, municipalities, and other stakeholders.
* Support the organization and promotion of training sessions, public events, and awareness campaigns aimed at strengthening knowledge exchange among participants.
* Supervise the creation and dissemination of communication materials, including newsletters, press releases, video content, and social media updates.
* Ensure that all communication and monitoring activities reflect gender-sensitive, inclusive, and sustainability principles.
* Provide regular analytical inputs and recommendations to improve the project’s communication effectiveness and stakeholder outreach.
* Use of practical tools, risk analysis, identification of mitigation measures, and the establishment of monitoring mechanism

Qualifications of key expert 3

#### Education/Training (2.4.1): Master’s degree or equivalent in the fields of Journalism, Communications, Public Relations, Political Science, or another relevant field: 10 points; lower level of education or inadequate education - 0 points

#### Language (2.4.2): level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);

#### General professional experience (2.4.3): professional experience in communications, public relations, and media relations, with a focus on the energy and industrial sectors: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years);

* Leadership/management experience (2.4.5): management experience as Head of Communications Department, Press Secretary, or Project Communication Manager, including supervision of communication teams and coordination of stakeholder events: more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points;
* Development cooperation (DC) experience (2.4.7): Experience in communication support for donor-funded or development cooperation projects will be considered an asset. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.
* Other (2.4.8): Proven experience in developing and implementing public communication strategies for large-scale institutions. Strong skills in online content management, social media communication, and multimedia production. Experience in coordinating press events, conferences, and stakeholder dialogues at national level. 2 points per engagement (3 engagements = 6 points, 5 engagements = 10 points etc.) up to max. 5 engagements.

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## Key expert 4 Project Administration and Finance

Tasks of key expert 4

Ensure administrative and finance support for all project activities, including coordination of meetings and training sessions.

* Manage project documentation and filing systems, ensuring proper record-keeping in accordance with GIZ standards and audit requirements.
* Support the financial administration of the project, including preparation of financial reports, budget tracking, and verification of supporting documents.
* Assist in the procurement and contracting of short-term experts, suppliers, and service providers in line with established procedures.
* Maintain effective communication and coordination between the project team, GIZ representatives, and local partners.
* Contribute to the preparation of progress and final reports, ensuring accuracy and completeness of administrative data.
* Support the monitoring of project implementation timelines and deliverables to ensure compliance with contractual and reporting requirements.
* Perform other administrative tasks necessary for the smooth operation of the project office and support of the expert team.

Qualifications of key expert 4

#### Education/training (2.5.1): Master’s degree or equivalent in the fields of in Finance, Economics, or Management: 10 points; lower level of education or inadequate education - 0 points; The educational background should demonstrate a solid understanding of financial, economic, and administrative disciplines.

* Language (2.5.2): level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);
* General professional experience (2.5.3): professional experience in finance, project administration, and event management, including work with international and national institutions: more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points;
* Specific professional experience (2.5.4): professional experience in project management, event coordination, and administrative support within the energy, finance, or communications sectors.: more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points;  
  Proven record of managing logistics, financial reporting, and documentation in multi-stakeholder projects.
* Leadership/management experience (2.5.5): management experience as Director or Project Manager, responsible for coordination of teams, contractors, and project implementation logistics: more than 10 years - 10 points; more than 9 years and less than 10 years (including 10 years) - 9 points; more than 8 years and less than 9 years (including 9 years) - 8 points; more than 7 years and less than 8 years (including 8 years) - 7 points; more than 6 years and less than 7 years (including 7 years) - 6 points; more than 5 years and less than 6 years (including 6 years) - 5 points; absence of experience or less than 5 years (including 5 years) - 0 points;
* Development cooperation (DC) experience (2.5.7): Experience in cooperation with international partners, donor-funded projects, and energy-related initiatives will be considered an advantage. 3-5 engagements 10 points, less than that its 0 points.
* Other (2.5.8): Strong organizational, financial, and administrative management skills. Proven ability to coordinate events and manage projects/interventions, monitor project deliverables, and maintain compliance with financial and reporting standards. 3-5 engagements 10 points, less than that its 0 points.
* Please indicate your proficiency level defined in the Common European Framework of Reference for Languages (CEFR).
* If the submitted document contains personal data of persons other than the expert, such data needs to be hidden.

Soft skills of team members

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

* Team skills
* Initiative
* Communication skills
* Socio-cultural skills
* Efficient, partner- and client-focused working methods
* Interdisciplinary thinking

## Short-term expert pool with minimum 5 maximum 10

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 10 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

* Share the practical experience of implementation decentralized energy solution on municipal level
* Deliver lectures and consultations on business plan development, financial modelling.
* Conduct lectures and consultations on obtaining licenses (for generation, supply), “green” tariff procedures, Environmental Impact Assessment (EIA), contract preparation (PPA), and land issues.
* Conduct lectures and consultations on topics such as an overview and comparison of technologies (solar PV, biogas, cogeneration, BESS), equipment selection criteria, basic project design, and connection specifics to DSO/TSO networks. Provide practical advice on selecting technical solutions.

Qualifications of the short-term expert pool

#### Education/Training (2.6.1): all experts with master’s degree or equivalent in the fields of in key project-related fields, including electrical engineering, energy, industrial thermal power engineering, mechanical engineering, law, economics or business administration (MBA): 10 points; lower level of education or inadequate education - 0 points;

* Language (2.6.2): all experts with level language proficiency in Ukrainian C1 and in English: B2 – 10 points; B1 in English and C1 in Ukrainian - 5 points; 0 points - less than B1 in English (at level C1 in Ukrainian);
* General Professional Experience (2.6.3): all experts with professional experience in the energy, legal, and industrial sectors: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years)
* Specific Professional Experience (2.6.4): all experts with experience in the management and operation of electricity distribution companies, market activities, legal and financial aspects of energy projects, and implementation of large-scale technical initiatives in the energy sector; specific qualification in infrastructure resilience or systematic disaster risk management: more than 15 years – 10 points; more than 14 years and less than 15 years (including 15 years) – 9 points; more than 13 years and less than 14 years (including 14 years) – 8 points; more than 12 years and less than 13 years (including 13 years) – 7 points; more than 11 years and less than 12 years (including 12 years) - 6 points; more than 10 years and less than 11 years (including) – 5 points; 0 points - irrelevant experience or less than 10 years (including 10 years)
* Development Cooperation (DC) Experience (2.6.6): The expert pool should include professionals with experience in development cooperation, energy security risk mitigation, and implementation of large-scale projects with international financial institutions. 3-5 engagements 10 points, less than that its 0 points.
* Other (2.6.7):The team should possess unique competencies, including:
* hands-on experience in managing state-owned and municipal energy enterprises;
* practical experience in implementing innovative energy projects and introducing new technologies. 3-5 engagements 10 points, less than that its 0 points.

## Please indicate your proficiency level defined in the Common European Framework of Reference for Languages (CEFR).

If the submitted document contains personal data of persons other than the expert, such data needs to be hidden.

As proof of relevant experience, the following scan copies and/or information may be provided: list and brief description of successfully completed projects and information in any form on the titles of relevant training guides and / or studies and / or scientific articles, year of conducting and / or publication and / or completion, search keywords, name of the website or the name of the organization that owns the website containing the relevant information available in open sources, and / or scanned copies of registration cards of scientific research and development works, and / or scanned copies of acts acceptance of completed projects and / or works and / or scanned copies of reports of completed works, and / or scanned copies of contracts, and / or feedback on completed projects / works in form of a recommendation letter and / or letter of appreciation, a scanned copy of the employment record book or an electronic employment record book.

### Cost Requirements

**Specification of inputs**

## *1* *for* contracts for services:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Fee days** | **Unit of measurement** | **Number of experts** | **Total number of days** | **Comments (if any)** |
| Team Leader | **WD** | **1** | **120** |  |
| Key Expert 1 | **WD** | **1** | **70** |  |
| Key Expert 2 | **WD** | **1** | **70** |  |
| Key Expert 3 | **WD** | **1** | **20** |  |
| Key Expert 4 | **WD** | **1** | **120** |  |
| Pool of short term experts | **WD** | **5 max 10** | **27** |  |

## There is no contractual obligations to use up the full days/travel or budgets. The number of days/travel and the budgets will be contractually agreed as maximum amounts.

## Inputs of GIZ or other actors *Not Applicable*

1. **Financial provisions**
   1. **Contract value and anticipated payment schedule**

The contract value shall be calculated according to the format of the commercial bid.

**Anticipated payment schedule:**

In consideration of services completed, the Contractor shall be paid in the following instalments:

|  |  |  |  |
| --- | --- | --- | --- |
| **Instalment #** | **Anticipated payment date** | **Payment of up to % from total contract value** (in case of contract for services) **/** | **Deliverables and reporting** |
| 1.Advance payment | December 2025 | 40% | Original invoice |
| 2.Interim payment | February 2026 | 40% | Acc. to cl. 2.1 |
| 3. Final payment | May/June 2026 | 20% | Acc. to cl. 2.1 |

* 1. **Financial proposal**

The The total cost of the Contract is set in UAH, including all direct and related expenses, taxes and fees incl. VAT.

All costs connected to the contract implementation, e.g. connected management staff, should be covered according to the received amount of the total value of the Contract. No additional budget lines are allowed.

* 1. **Payment Conditions**
* The Contractor shall be paid 40% advance payment after the contract conclusion against original of invoice;
* 60% post payment upon performance in the agreed instalments. These payments shall be done exclusively for the actually performed services (“up to”), on the ground of original invoices, acts of acceptance and timesheets, submitted in original form within 15 working days after their submission by the Contractor and acceptance by GIZ. The invoice is considered not accepted for payment in case of errors and/or provision of an incomplete package of documents for payment
* The Contractor shall be paid according to the anticipated payment schedule;
* All the payments shall be done exclusively in the national currency of Ukraine (UAH) by means of a bank transfer to the bank account of the Contractor;
* All the activities shall be done exclusively within the timeframe of the Contract.
  1. **Requirements to the submission of the financial reporting documents**
* Originals of Invoices, acts of acceptance and timesheets, etc. shall be submitted to the address of the GIZ Project together with the technical documents (reporting/ deliverables) and other financial supporting documents as and if stipulated by the Contract. If the prices in the contract are specified in foreign currency, the Contractor is obliged to indicate prices in all invoices and/or acts of acceptance in two currencies: in foreign currency and in the equivalent amount in UAH and to indicate applied currency exchange rate in accordance with Contract conditions.
* - Each invoice and act of acceptance shall contain the Project Number, contract number.
* By submitting the Invoice the Contractor should indicate (in the invoice) whether the Contractor is a Single Tax Payer (e.g. 5%, 2%) or a VAT Payer (20%);
* In case the Contractor is a VAT Payer at the moment of the Invoice issuing, the VAT exemption clause shall be applicable and the Contractor should also submit the Tax Invoice to GIZ as soon as that is available.
* Timesheet standard template can be found here <https://www.giz.de/sites/default/files/media/els-document/2025-09/time-record-template-days-and-hourly.xls>

1. **Other Provisions**
   1. **General**

The Contract will be signed by the Parties in original form. Each Party agrees to provide the other Party with the original signed Contract and annexes. In this case, the Party that sent the Contract is responsible for the authenticity of the signatures of its authorized representatives and imprint of seal (if any).

The implementation of activities under present Contract can be started only after the Contact enters in force.

With signing of this contract, the parties are fully aware of the respective GIZ provisions, namely General terms and conditions of contract for supplying services and work on behalf of the Deutsche Gesellschaft fur Internationale Zusammenarbeit GmbH in Ukraine, Code of Conduct for Contractors of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH published on the (section “Terms of procurement of services”/ секція “Умови закупівель послуг”) and such provisions shall be binding on the parties as if stated in full in this agreement.tOn the date of signing this Contract, the Contactor confirms that in accordance with the Tax Code of Ukraine, the Contractor a payer of value added tax under general conditions.

In case if on the date of Contract signing the Contractor is not registered as a VAT payer and during execution of the Contract the Contractor becomes registered as a VAT payer, the cost of the Contract remains unchanged and is to be considered with VAT. The Contractor shall be responsible for all taxes and other payments according to the Ukrainian law. Taxes, levies or fees to the Government of Ukraine shall be paid by the Contractor.

Contact person from GIZ side responsible for contract implementation and communication with the Contractor Ripsime Khrenova Shymkina, +41794817314, [ima.khrenova-shymkina@giz.de.](mailto:ima.khrenova-shymkina@giz.de) The Contractor shall be solely responsible for all the security issues according to the own security concept during the implementation of the Contract. GIZ shall not be reliable and/or responsible for any damages and/or injuries occurred during the implementation of the Contract by any Person directly or indirectly involved into the implementation of the Contract and/or by any other third Person.

The Contractor is obliged to provide the originals of documents indicated in the special agreement at his own expense.

Additionally, the Contractor must:

* be a registered legal entity/private entrepreneur in Ukraine;
* not be on the sanctions list of Ukraine, the EU, the UN;
* ensure that the final beneficiaries/participants are not on the sanctions list of Ukraine, the EU, the UN;
* not be in the process of termination;
* not be registered on temporary occupied territories of Ukraine;
* not have the ultimate beneficial owner, member or participant (shareholder), having a share in the authorized capital of 10 percent or more, which is the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran, a citizen of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran except for those who live on the territory of Ukraine on legal grounds, or a legal entity created and registered in accordance with the legislation of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran.

GIZ reserves the right to verify the information at any time. The tenderer confirms that he agrees to the processing of personal data in accordance with the provisions of the EU General Data Protection Regulation (GDPR) and the Law of Ukraine "On the Protection of Personal Data" No. 2297-VI dated 01.06.2010.

* 1. **VAT Exemption Outsourced**

Not applicable

1. **Outsourced processing of personal data**  *“Not Applicable”*
2. **Requirements to the format of the bid**
   1. **Documents to be submitted**
      1. **Technical bid**

Tenderers must provide the following documents:

* a technical bid containing a description of the methodology proposed in relation to the identified tasks. **Technical bid must be signed and stamped (if stamp is used);**
* CVs of all experts with relevant work experience, qualifications (education, certificates).

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

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

The CVs of the personnel proposed in accordance with Chapter 44f the ToRs must be submitted using the format specified in the terms and conditions for application (if such format of CV is set). The CVs shall not exceed 5 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long (period indicated in format “month, year – month, year”). The CVs must be drawn up in English

**The technical bid must not include any financial information such as daily fees for experts or any other payments. Otherwise, the bid will be disqualified.**

* + 1. **Commercial bid**

The commercial bid must include the costs associated with the implementation of the assignment and must be provided according to the format provided in the tender documentation.

**Commercial bid must be signed and stamped (if stamp is used).**

* + 1. **Registration documents of the tenderer**

Shall be provide according to the requirements of tender documentation

* + 1. **Documents for tenderer’s eligibility confirmation**

|  |  |
| --- | --- |
| The tenderer is obliged to conform to the following eligibility requirements: | The tenderer must provide the following document to confirm the compliance with eligibility requirements: |
| Average annual turnover for the last three financial years: 1.500.000 UAH | Please provide a certificate (in an arbitrary form) on the amounts of annual turnover for the last three financial years with a signature and seal. |
| Average number of permanent employees for the last three calendar years: 2 persons | Please provide a certificate (in an arbitrary form) on the number of employees for the last three financial years with a signature and seal. |
| The technical assessment is only based on reference projects (at least 2 Projects from last 2 years, amount of each at least 700.000,00), with a commission value at least of: 700.000 UAH | Please provide information in an arbitrary form on the reference projects amount of which at least 700.000 UAH for the last two years. The document should be signed and sealed. |
| Technical experience in the field of renovation, supervision and assessment of social infrastructure buildings in the last 2 years. | Please provide information in an arbitrary form on the reference projects for the last two years. The document should contain information on at least 1 project implemented in the field of social infrastructure. |

The tenderer must:

* be a registered legal entity/private entrepreneur in Ukraine;
* not be on the sanctions list of Ukraine, the EU, the UN;
* ensure that the final beneficiaries/participants are not on the sanctions list of Ukraine, the EU, the UN;
* not be in the process of termination;
* not be registered on temporary occupied territories of Ukraine;
* not have the ultimate beneficial owner, member or participant (shareholder), having a share in the authorized capital of 10 percent or more, which is the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran, a citizen of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran except for those who live on the territory of Ukraine on legal grounds, or a legal entity created and registered in accordance with the legislation of the Russian Federation, the Republic of Belarus, the Islamic Republic of Iran.

GIZ reserves the right to verify the information at any time. The tenderer confirms that he agrees to the processing of personal data in accordance with the provisions of the EU General Data Protection Regulation (GDPR) and the Law of Ukraine "On the Protection of Personal Data" No. 2297-VI dated 01.06.2010.

1. **Annexes** *not applicable*