

Terms of reference (ToR) for the procurement of services

CONFIDENTIAL

	Project number/ cost centre:
Support of the implementation of a Green Hydrogen Idea Competition in India from Preparation-Phase to Evaluation- & Selection Phase	G-012385-001; 12385020000

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
CO ₂	Carbon Dioxide
FK	Expert
FKT	Expert days
gH ₂	Green Hydrogen
GHG	GreenHouseGas
KZFK	Short-term expert
RE	Renewable Energy
ToRs	Terms of reference

1. Context

The project "Green Hydrogen Investments" (GH2I) contributes to a sustainable and inclusive energy transition towards climate neutrality by expanding renewable energies (RE), modernizing the energy system, and decarbonizing the economy. Complementary to this, the technical cooperation module "Green Hydrogen Investments" aims to improve the conditions for the application of green hydrogen (gH2) in Indian industries. Green hydrogen is particularly important for energy-intensive industrial sectors, such as the iron and steel industry among others, which cannot be efficiently and cost-effectively decarbonized with purely electricity-based technologies. The use of gH2 in these sectors, especially in the context of India's pathway to more than double its domestic steel production capacity to 300MT by 2030 while already accounting for 42% of industrial GHG emissions, is well-suited to save significant amounts of CO2 and make an effective contribution to climate protection. The technical cooperation module GH2I thus contributes to the overarching German development goals in India, especially to the decarbonization of the economy with accelerated RE expansion and supports a modern and sustainable energy supply in India. In the context of current geopolitical developments, the diversification of international partnerships, as well as access to critical raw materials and energy sources, constitutes a strategic interest for Germany. India's developing hydrogen ecosystem, supported by public incentive mechanisms, offers a relevant framework for engagement by German hydrogen companies

The Project has the following Outputs:

- Output 1 Indian public institutions have recommendations based on international experience for the implementation of India's hydrogen strategy.
- Output 2 Companies and associations now have improved decision-making bases for the use of green hydrogen in industrial sectors that are difficult to electrify.
- Output 3 The conditions for gender-equitable participation of actors from politics, business, science and civil society in the Indian green hydrogen economy have improved.

This tender only targets services required for Output 2.

Output 2: Companies and associations now have improved decision-making bases for the use of green hydrogen in industrial sectors that are difficult to electrify.

Output 2 focuses on supporting companies and associations in sectors that are difficult to electrify in their (future) use of green hydrogen. This will be achieved by creating a broader knowledge base, with associations acting as intermediaries.

The underlying hypothesis is that providing companies with better market data, techno-economic models, long-term decarbonization scenarios and pre-feasibility studies will allow them to better assess the potential and costs of gH2. This, in turn, minimizes risks, encourages earlier market entry, and increases the success rate of investments. It's assumed that companies qualifying for international financing will implement sustainability requirements

compatible with those standards, which often exceed current regulations in India (a synergy with Output 1).

By taking these steps, the technical foundations for building a gH2 economy in India will be improved. Projects like the EU's H2FUTURE initiative have demonstrated that detailed, well-founded decision-making tools are crucial for the acceptance and wider implementation of gH2 technologies. This is further supported by the experiences of technical cooperation projects on gH2 in South Africa, Chile, and Brazil.

These connections are based on the assumption that companies recognize the added value of international cooperation and have the necessary financial resources for long-term implementation.

The conduction of an idea competition was identified as most promising vehicle to reach the Module target:

Seven organizations working in hard-to-abate sectors have tools tailored to their target audiences for promoting the use of green hydrogen.

Institutions include associations, research organizations, and networks. The target audience consists primarily of companies operating in the relevant sectors.

Tools for promoting the use of green hydrogen include digital applications, information platforms, calculation tools, modelling tools, decision-support systems, and other innovative open-source solutions that enable companies and institutions to make informed decisions regarding the adoption and use of green hydrogen.

To ensure that the developed tools are technically robust, practically relevant, and readily applicable, the idea competition will encourage the participation of multidisciplinary consortia. Such consortia may include research institutions and subject matter experts, digital solution developers, software development partners, industry associations, and companies from hard-to-abate sectors capable of validating, piloting, or testing the proposed solutions in real-world settings.

A complete process description of the whole idea competition - covering duration, description, obligations of the contractor, deliverables and milestones for each of the phases - can be found in the annex.

2. Tasks to be performed by the contractor

GIZ provides consultancy to its partners through a wide array of methods. Most importantly, GIZ develops and implements solutions together with partners through close cooperation and process advisory. GIZ and its Indian partners are jointly responsible for achieving the objectives of the Project. The goal of this specific tender is to support GIZ and its partners in achieving these goals. Hence all services tendered here are to be developed in close coordination and communication with the Project and its partners.

The overarching goal of this module is that Indian companies can potentially participate in a gH2 economy. These include producers and users of gH2 or its derivatives, as well as

technology suppliers and service providers, who can be reached through intermediaries such as associations, research institutions and networks. Research institutions such as the Institute of Second Steel Producers and The Energy and Resources Institute (TERI) are crucial for knowledge transfer and the implementation of research results in industry. Industry associations such as the Sponge Iron Manufacturers Association and the Indian Fertilizer Association promote the use of gH2 to decarbonize the production processes of their member companies in hard-to-abate sectors. Important state-owned companies for the application and use of gH2 include Indian Oil Corporation (IOC), NTPC, and GAIL. To leverage the multiplier effect of institutions in a sector as diverse, complex, and rapidly growing as gH2 in India, open-source tools need to be developed for 7 institutions in hard-to-abate sectors to support their respective target groups to participate in a gH2 economy. Those tools for promoting the use of green hydrogen include digital applications such as calculation tools and information platforms that enable their target group to make informed decisions about the use of and enable them to continuously monitor the feasibility of potential business cases for the production and application of green hydrogen.

The objective of the tender is to support GH2I with the implementation of Phase 1-5 of 9 phases of the idea competition.

The complete process description of the idea competition is attached in the annex.

The contractor is responsible for providing the following services, listed in a milestone logic following the phases displayed in the process description:

Milestone 1: Preparation Phase

- Support GIZ in researching relevant stakeholders in green hydrogen and adjacent sectors
- Build upon and maintain a pre-filled, structured stakeholder register for the outreach and multiplication of information materials.
- Ensure compliance with data protection and privacy regulations; obtain necessary consent.
- Support GIZ in finetuning the already drafted communication strategy. Develop outreach and communication materials, including:
 - Email templates,
 - Social media posts and hashtags (e.g., #gH2CallforIdeas),
 - Invitation letters for events and event announcements.
- Develop and propose the final communication strategy (incl. e.g. a concept on outreach timelines, communication strategies to maximise outreach).
- Reach out to relevant individuals, companies, associations, research institutions, networks, and intermediary organizations to promote the Call for Ideas and encourage participation.
- Dissemination of communication materials through partner networks and institutional multipliers.
- Support GIZ in setting up and testing the existing application platform
- Onboarding on eligibility and selection criteria for being able to advise and support applicants in Milestone 2 and 4.
- Onboarding on jury & governance structure, as well as process criteria for being able to advise and support applicants in Milestone 2 and 4.

- Delivering Milestone 1 Report: Report of maximum 5 pages on finalised communication strategy, eligibility criteria and on finalisation of setup of the digital application platform, as well as the pre-filled structured stakeholder register separately

Milestone 2: Launch and Application Phase

- Implementation of the communication strategy.
- Monitoring responses to outreach activities and conduct follow-up communication where needed.
- Conceptual preparation, logistical organization, and facilitation of launch event(s) for the official Call for Ideas.
- Preparing event-related materials such as agendas, invitations, participant lists, presentation inputs, moderation notes, and follow-up queries.
- Monitoring and operating of the application platform and flagging technical or procedural issues to GIZ in a timely manner.
- Provide administrative support to applicants in relation to the use of the platform.
- Preparation and dissemination of reminders, updates, and applicant-facing information.
- Monitoring and evaluation of the completeness of submitted consortia, including follow-ups with incomplete applications.
- Ensure that all short proposals are submitted in accordance with the timeline and competition requirements.
- Providing administrative (not technical) support to applicants regarding eligibility and selection criteria.
- Delivering Milestone 2 Report: Report of maximum 5 pages on summary of launch events and consortium application overview

Milestone 3: Pre-Selection Phase

- Continued implementation of the communication strategy.
- Support with screening of applications for eligibility, evaluation against pre-defined criteria
- Delivering Milestone 3 Report: Full Pre-selection report

Milestone 4: Project Preparation and Final Submission Phase

- Continued implementation of the communication strategy.
- Monitoring, operation and closing of the application platform.
- Provide ongoing administrative support to applicants throughout the preparation and submission process.
- Organisation and facilitation of a Q&A events for the shortlisted consortia.
- Ensure that all full proposals are submitted in accordance with the timeline and competition requirements.
- Delivering Milestone 4 Report: Final proposals report, as well as selection material for phase 5 developed separately, as well as handover material for an international consultancy firm, that will come on-board starting with evaluation in the Evaluation and Selection Phase and will be responsible for the consecutive phases.

Milestone 5: Evaluation and Selection Phase

- Continued implementation of the communication strategy.
- Prepare, manage, and support the evaluation process for jury members.
- Organize and facilitate a discussion event for jury representatives.
- Delivering Milestone 5 Report: Final report.

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

Milestones	Deadline
Milestone 1 - Preparation Phase Delivering Milestone 1 Report	Date of contract signing + 6 weeks
Milestone 2 - Launch and Application Delivering Milestone 2 Report	Date of contract signing + 24 weeks (launch should happen end of February/beginning of March 2027)
Milestone 3 - Pre-Selection Delivering Milestone 3 Report	Date of contract signing + 28 weeks
Milestone 4 - Project Preparation and Final Submission Delivering Milestone 4 Report	Date of contract signing + 35 weeks
Milestone 5 - Evaluation & Selection Delivering Milestone 5 Report	Date of contract signing + 38 weeks

Period of assignment: from 01.11.2026 until 31.12.2027.

3. Eligibility Requirement

The bidder must the requirements detailed out below:

I. Commercial Eligibility Requirement

- Bidder must be a registered legal entity of India
- Must have a turnover of 60.000 Euros in the last three financial years.

Please refer [InforEuro, the exchange rate of the Euro currency](#) for Euro rate

- The average no. Of employees and manager in the past three calendar years must be 15.

II. Technical Eligibility Requirement

Bidder must submit at least 02 reference project in the technical field of stakeholder engagement, strategic communication and management of calls for proposals/idea competition or similar. Including outreach, applicant support, digital application processes out of which one reference project must be in India in the past 36 months.

III. Weighted Criteria

1. Technical Experience

- The company shall demonstrate proven experience in the end-to-end administration and technical/process management of competitive calls, innovation challenges, funding schemes, competitions or similar multi-stage selection processes.
- Proven experience in developing and implementing stakeholder outreach and communication strategies, mobilisation through institutional and partner networks, organisation and facilitation of stakeholder events, and targeted communication with diverse stakeholder groups.

2. Regional Experience- India

3. Experience of development projects

Please submit documents evidence of all criteria listed above, for more clarity, please refer Annex of bidding condition document.

4. Concept

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

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

Technical-methodological concept

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

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

Project management of the contractor (1.6)

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

Additionally, a personnel assignment plan (who, when, what work steps) incl. explanation and specification of expert months is required (1.6.2).

The contractor is also required to explain the contractor's backstopping strategy (incl. CVs of the technical and administrative backstopper) (1.6.3).

Further requirements (1.7)

Gender and Diversity Considerations

The project promotes diversity and gender equality in line with the German Government's feminist development policy and the GIZ Gender Strategy. Service providers are therefore encouraged to propose diverse teams (in terms of gender, age, and background) and to demonstrate internal strategies that promote inclusivity and gender equality.

When selecting personnel, bidders are requested to highlight gender expertise in their teams and to demonstrate how they will integrate a gender perspective into the study, stakeholder consultations and deliverables. Preference will be given to bids of comparable quality that demonstrate stronger diversity and gender competence.

5. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular 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
- Regular reporting in accordance with deadlines
- Oversee the planning, implementation, and timely completion of all activities under the contractor's responsibility across the different Milestones of the competition.
- Supervise the preparation and facilitation of key meetings, workshops, and coordination events with GIZ, partners, applicants, and jury representatives

Qualifications of the team leader

- Education/training (2.1.1): university degree (Masters) in Project Management, Business Administration, Management, International Development, or a relevant field.

- Language (2.1.2): C1-level language proficiency in English and Hindi (both the language carries equal score)
- General professional experience (2.1.3): 7 years of professional experience in project management, communications, stakeholder coordination
- Specific professional experience (2.1.4): 4 years in project coordination, stakeholder engagement, communication processes and event planning
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects

Key expert 1

Tasks of key expert 1

- Review and refine the existing communication strategy
- Create communication and outreach materials (e.g., email templates, social media posts, event invitations)
- Implement the communication strategy (e.g. conduct social media outreach campaign)
- Coordinate with research institutions, associations, and other organizations to maximize the reach of communication
- Organize and conduct events listed in chapter 2
- Create reports on the milestones of the communication strategy, including the results of events and feedback from stakeholders
- Monitor and evaluate the effectiveness of communication measures and adjust strategies as necessary

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in Communication Sciences, Public Relations, or a relevant field.
- Language (2.2.2): C2 -level language proficiency in English and Hindi (both the language carries equal score)
- General professional experience (2.2.3): at least 7 years of experience in project management, designing and implementing communication strategies (including social media campaigns), and stakeholder engagement
- Specific professional experience (2.2.4): at least 4 years of specific experience in designing and implementing communication processes in the field of sustainable development or renewable energies
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects
- Other (2.2.8): Excellent communication skills, both written and verbal, as well as experience in creating/designing engaging communication materials.

Short-term expert pool with minimum 3, maximum 4 members

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 7 Requirements on the format of the bid) for the assessment.

Tasks of expert pool

- Provide administrative, procedural, and communicative support service, particularly in cases of increased application volume and parallel applications submissions
- Overall monitoring and documentation of submissions in the digital platform,
- Manage inquiries from applicant consortia (eligibility, completeness, deadlines, submission methods)
- Conducting completeness checks, tracking incomplete submissions, and managing deadlines
- Supporting the implementation of the communication strategy, as well as publishing and maintaining informational contributions/FAQs on designated channels (e.g., LinkedIn, partner networks) after approval
- Following up with the consortia to ensure complete submissions
- Supporting the organisation and execution of launch, Q&A, and jury meetings (invitations, participant lists, minute-taking)

Qualifications of the short-term expert pool

- Education/training (2.6.1): 3 experts with university degree (Masters) in public administration, social sciences, political sciences, international relations, communications, business administration, project management or a related field.
- Language (2.6.2): 3 experts with C1-level language proficiency in English and Hindi. (both the language carries equal score)
- General professional experience (2.6.3): 2 experts with at least 5 years of professional experience in the programme/project administration or public sector programmes sector, 1 expert with at least 5 years of professional experience in the grant management and international cooperation sector.
- Specific professional experience (2.6.4): 2 experts with at least 3 years of professional experience in application management and administrative support for competitive calls, funding programmes or similar selection procedures.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

6. Costing requirements

Fee days	Number of experts	Number of days per expert	Total	Comments

Designation of Team leader	1	80	80	
Designation of key expert 1	1	50	50	
Designation of short-term expert pool	3	25	75	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	7	2	14	
Overnight allowance in country of assignment	7	2	14	
Transport	Quantity	Number per expert	Total	Comments
Domestic flights (round-trip)	3	2	6	Flights within the country of assignment during service delivery
CO ₂ compensation for air travel <i>Refer document 4.2 for CO₂ Offset guide</i>				A fixed budget of INR 20,125.80 is earmarked for six return flights settling carbon offsets against evidence.
Travel expenses (train, car) • Transfer to/from airport	16	2	32	Travel within the country of assignment, transfer to/from airport etc. and from venue to hotel.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1			A budget of 10% of the overall contract value is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	3			Refer to section below, 'Workshops, events and trainings'

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

1) Launch event 1 – March 2026

According to the final communication strategy:

- Book venue, event to be hosted in Delhi
- As part of a host event, 45 minutes launch discussion.
- Room with up to 80 participants in at least 4-star hotel
- Catering

2) Launch event 2 – March 2026

According to the final communication strategy:

- Book venue, event to be hosted in a metropole city other than Delhi
- As part of a host event, 45 minutes launch discussion.
- Room with up to 80 participants in at least 4-star hotel
- Catering

3) Jury discussion event – July 2026

According to the final Jury and Governance Structure:

- Book venue, event to be hosted in Delhi
- Maximum 10 participants
- Reimbursement of travel expenses of the participants
- Catering

Assignment of personnel and travel expenses

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

Sustainability aspects for travel

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

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

7. Inputs of GIZ or other actors

The idea competition follows a well-established call-for-proposal process, developed by GIZ. The following inputs will be provided by GIZ:

- Communication Strategy Draft
- Application Platform (setting up and testing it falls under the responsibility of the contractor)
- Process Onboarding material
 - Challenge areas
 - Stagegate Process (1st and 2nd evaluation)
 - Eligibility Criteria
 - Selection Criteria
 - Jury and Governance Structure
 - Sustainability Model for developed solutions (Hosting etc.)

8. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 4) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 10 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 5 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long.

Please calculate your financial tender based exactly on the parameters specified in Chapter 6 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

9. Option

- Not applicable -

10. Outsourced processing of personal data

- Not applicable -

11. Annexes

Process Description

Timeline full idea competition