

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title:

Kosovo Energy Project (KEP)

Processing

number/cost centre:

G-012092-003

Country:

Republic of Kosovo

Tender number:

10025180

Subject of the tender procedure:

Provision of technical advisory services for energy efficiency, renewable energy self-consumption, and institutional capacity development in Kosovo

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0. List of abbreviations

AKM	Association of Kosovo Municipalities
AGE	Agency for Gender Equality
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> Federal Ministry for Economic Cooperation and Development
DSO	Distribution System Operator
EE	Energy Efficiency
EED	Energy Efficiency Directive
EnC	Energy Community
EPB	Energy Performance of Buildings
EPB Law	Law on the Energy Performance of Buildings
ERO	Energy Regulatory Office
EU	European Union
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
KC	<i>Kompetenzzentrum</i> , Competence Center
KEEF	Kosovo Energy Efficiency Fund
KEP	Kosovo Energy Project
KOMP	Cost per Output Monitoring and Forecast
ME	Ministry of Economy
MESP	Ministry of Environment and Spatial Planning
MECAP	Municipal Energy and Climate Action Plan
MO	Market Operator
MRV	Monitoring, Reporting and Verification
MW	Megawatt
RE	Renewable Energy

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RES	Renewable Energy Sources
RE-SC	Renewable Energy for Self-Consumption
SGMS	Safeguards and Gender Management System
SMEs	Small and Medium-sized Enterprises
ToR	Terms of Reference
ToT	Training of Trainers
TSO	Transmission System Operator
UN DESA	United Nations Department of Economic and Social Affairs
UNSD	United Nations Statistics Division
USS	Universal Service Supplier
WP	Work Package

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1. Context

Kosovo's electricity sector remains structurally dependent on lignite, with around 90% of domestic electricity generation produced by the Kosovo A and Kosovo B power plants. This dependence results in high CO₂ emissions, severe air pollution, and heightened exposure to energy security risks, particularly during winter peak demand, when shortages and expensive imports are common. At the same time, Kosovo's electricity system remains burdened by high technical and commercial losses, while renewable energy deployment remains low despite favourable solar and wind potential.

Energy consumption patterns reinforce these challenges. Buildings account for a significant share of electricity demand (around 40%), mainly for heating and hot water. Energy performance of the building stock remains substantially below European averages due to inadequate insulation, outdated systems and the accelerated shift toward electricity-based heating, especially in multi-apartment buildings. This leads to avoidable energy demand, increased household expenditure and heightened risks of energy poverty.

Kosovo's energy transition is also strongly framed by its EU integration pathway. As a Contracting Party to the Energy Community, Kosovo is required to align its legislation and implementation practices with the EU energy acquis. The adoption of the Energy Strategy 2022–2031 represents an important milestone, including the target of at least 35% renewable electricity consumption by 2031 and increased renewables for self-consumption. However, implementation gaps remain significant, including incomplete secondary legislation and the need to transpose key EU directives, most notably the revised Energy Efficiency Directive.

Against this background, investments in energy efficiency (EE) and renewable energy for self-consumption (RE-SC) remain constrained by: (i) regulatory gaps and procedural uncertainty; (ii) limited availability of structured financing mechanisms and scalable investment instruments; (iii) insufficient advisory and information services to support decision-making and market uptake; and (iv) limited institutional and municipal implementation capacities. In addition, the energy sector remains characterised by low representation of women in technical and leadership roles, requiring targeted measures to support a just and inclusive transition.

The Kosovo Energy Project (KEP) addresses these structural barriers through an integrated strategic approach aimed at increasing investments in EE and RE-SC applications for domestic use. The project applies a coherent results logic linking enabling conditions (regulation, financing and institutions) with implementation capacities (municipal planning and advisory services), complemented by targeted measures to strengthen gender inclusion in the energy sector.

The strategic framework is operationalised through five mutually reinforcing intervention areas aligned with the project outputs:

- **Enabling regulation (Output 1):** Supporting responsible institutions to draft, amend and operationalise key legal and regulatory instruments, including secondary legislation and technical standards, to reduce uncertainty, streamline procedures, and create investor confidence for EE and renewable self-consumption.
- **Investment-ready financing (Output 2):** Strengthening and expanding KEEF financial mechanisms to reach multiple target groups (households, SMEs, municipalities), with particular focus on multi-apartment buildings and affordability barriers affecting energy-poor households. This includes optimisation of grant/loan and blended finance instruments as well as strengthened monitoring and verification capacities.

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- **Capable institutions and services (Output 3):** Improving national information and advisory services to ensure that EE and RE-SC solutions are accessible, technically credible and targeted to investor needs, including dedicated formats supporting women as investors and professionals.
- **Local implementation capacity (Output 4):** Supporting municipalities to move from energy-efficiency-only planning toward integrated **Municipal Energy and Climate Action Plans (MECAPs)** combining EE and RE-SC interventions aligned with national objectives and strengthening institutionalised inter-municipal learning and exchange.
- **Inclusive transition and women's participation (Output 5):** Establishing and anchoring a **Women in Energy Network**, supported through structured capacity building, employability pathways and partnerships, to increase women's representation and career progression in the energy sector as a contribution to a just transition.

Through this strategic framework, KEP strengthens Kosovo's institutional capacity and financing architecture for scaled EE and RE-SC implementation and supports regulatory alignment with the EU acquis. The integrated approach ensures that reforms and investment mechanisms translate into tangible implementation, improved energy performance, increased renewable self-consumption uptake and stronger local-level delivery structures.

The project is aligned with the priorities of the German Federal Ministry for Economic Cooperation and Development (BMZ), particularly the thematic area "climate and energy/just transition", by supporting decarbonisation through energy efficiency and renewable energy uptake while strengthening institutional capacities for sustainable implementation. In addition, the project reflects the Danish Government's strategic priorities in Kosovo on green transition and climate action, combining policy and regulatory support with scalable investment mechanisms. The co-financing partnership strengthens donor harmonisation and reinforces an integrated approach to energy transition, linking reforms with implementable financing and local delivery capacities.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services is specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The objective of this contract is to provide expert support to the implementation of the Kosovo Energy project KEP by supporting project key partners in providing legal, institutional, technical, and financial advice for increased investments in energy efficiency (EE) and renewable energy (RE) for self-consumption.

The contractor is responsible for providing a pool of experts that supports achieving the module objective and corresponding outputs as part of the broader development cooperation program. The results will be measured in a form of deliverables that contribute to the project indicators and operationalized through four interlinked work packages. The contractor contributes to achieving the target indicators, outputs and output indicators described in this document.

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Module objective: Investments in Kosovo in energy efficiency and renewable energy applications for domestic use have increased.

Module Target Indicator 1: The integrated energy-efficient refurbishment of 42 municipal buildings, which, according to planning, will lead to a total reduction of 40% in energy demand based on fossil fuels compared to the pre-refurbishment requirements, has begun.

Module Target Indicator 2: Private investors have put renewable energy applications with a total installed capacity of 45 MW into operation to generate electricity for their own needs.

Module Target Indicator 3: Number of private or public buildings in which energy efficiency and renewable energy applications for self-consumption supported by new government financing mechanisms have been installed.

At output level, the contractor contributes to:

Output 1: The regulatory framework for investments in energy efficiency and renewable energy applications for self-consumption is strengthened.

Output indicator: Relevant laws, sub-statutory regulations, and implementing instruments are developed and introduced in a binding manner by responsible institutions to enable investments in energy efficiency and renewable energy for self-use.

Output 2: Financing mechanisms for energy efficiency and renewable energy applications for self-consumption in buildings are improved.

Output indicator: In cooperation with the Kosovo Energy Efficiency Fund (KEEF), proposals for new or improved financing mechanisms for public buildings, multi-family buildings, and SMEs are developed and submitted to decision-makers for consideration.

Output 3 (for context; not part of the contractor's scope of services under this assignment): *The information offered to investors by national institutions on energy efficiency and renewable energy applications for their own needs has improved.*

Output indicator: *Number of new or improved existing information services on investments in energy efficiency and renewable energy applications for self-consumption, one of which is specifically targeted at women, published by national institutions.*

Please note: *Output 3 is included for completeness and to provide bidders with an understanding of the overall project logic and results framework but is not part of the contractor's scope of services under this assignment. The contractor is neither responsible for achieving the output indicator nor for reporting against it, except where specific contributions are requested by GIZ.*

Output 4: Municipal planning frameworks for energy efficiency and renewable energy investments for self-consumption are strengthened.

Output indicator: Municipal Energy and Climate Action Plans integrating energy efficiency and renewable energy for self-use are developed with selected municipalities, and platforms for inter-municipal exchange are improved and institutionally anchored.

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Output 5: Conditions for increased participation of women in the energy sector are improved.

Output indicator: A network promoting women professionals and managers in the energy sector is established and anchored within a Kosovan organization.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package (WP) 1: Legal, Regulatory and Policy Framework (contributes to Output 1)

The consultancy will provide technical and advisory support in the process of drafting and adopting new laws, secondary legislation and technical standards that facilitate investment in EE and RE-SC. By strengthening the regulatory framework, the regulatory uncertainty will be reduced, the confidence of investors will be increased, thereby encouraging private and public actors to invest in EE and RE-SC.

Scope of work in the WP 1:

A. Legal and Regulatory Frameworks

a. Provide expert advise to:

- ME, MESP, and KEEF in the process of drafting new laws or reviewing existing legal and regulatory frameworks on EE and EPB.
- ME, ERO, DSO, TSO in the process of drafting or amending key secondary legislation to ensure alignment with the Law on the Promotion of Use of Renewable Energy Sources, as well as additional secondary legislation that must be amended as a result of the transposition of the Electricity Implementation Package (EU Directive 2019/944) into Kosovo's primary legislation that affects the renewable energy installation for self-consumption.
- ERO in capacity development for the review and design of tariff and revenue methodologies for regulated entities and the market operator to reflect the new RE-SC support framework.

B. Technical Standards

a. Provide expert advise to:

- ME, KEEF, MESP in the process of drafting national technical standards for integration of EE and RE-SC measures in line with EPB Law requirements using best international practices;
- ME, ERO, DSO and TSO in the process of drafting national technical standards for RES systems grid integration, streamlining of permitting and authorization procedures for installing RES, aligned with primary legislation on RES.

Deliverables for WP1

- Legal and regulatory analyses, policy notes, and advisory inputs supporting the review, improvement, and alignment of existing primary and secondary legislation on energy efficiency, energy performance of buildings, and renewable energy for self-consumption with applicable EU acquis and national legislation.
- Drafted or amended secondary legal acts (including bylaws, administrative instructions, regulatory rules, and technical regulations) facilitating the implementation of EE and

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renewable energy measures, including provisions related to self-consumption, prosumers, renewable energy communities, authorization procedures, and guarantees of origin.

- Legal opinions and concept-level advisory documents supporting decision-making authorities in the preparation, revision, or supplementation of primary legislation related to energy efficiency and renewable energy.
- Advisory support and capacity development inputs provided to ERO for the review and design of tariff, revenue, and market methodologies reflecting the evolving renewable energy support framework and electricity market reforms.
- Draft national technical standards and guidelines supporting the integration of energy efficiency and renewable energy measures in buildings, aligned with EPB Law requirements, EU standards, and international best practices.
- Draft technical standards, procedures, and guidance documents for renewable energy systems grid integration, including photovoltaic self-consumption installations, and for streamlining permitting and authorization processes in coordination with relevant institutions.
- Documentation of technical consultations, coordination meetings, and validation processes with relevant stakeholders confirming institutional engagement and feedback on WP 1 outputs.

Milestones for work package 1	Delivery period
Completion of the legal and regulatory gap assessment for energy efficiency, energy performance of buildings, and renewable energy self-consumption, including identification of priority legislative amendments.	Q3 2027
Draft proposals for amendments to primary and secondary legislation prepared and submitted to the relevant institutions for consultation.	Q4 2027
Advisory support provided to ERO for the review of tariff, revenue, and market methodologies, including draft recommendations delivered.	Q3 2027
Draft national technical standards and guidance for energy efficiency and renewable energy integration in buildings prepared and circulated for stakeholder review.	Q4 2027
Draft technical procedures and guidance for renewable energy systems integration, grid connection, and permitting finalized for institutional consideration.	Q1 2028
Stakeholder consultations completed and comments incorporated into legislative, regulatory, and technical documents.	Q2 2028
Final legal, regulatory, and technical deliverables submitted, supporting alignment with the EU acquis and implementation of the renewable energy and energy efficiency framework.	Q3 2028

Work package (WP) 2: EE and RE-SC Financial Mechanisms (contributes to Output 1 & 4)

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The project supports KEEF in expanding and optimizing its financing mechanisms for EE and RE-SC. Tailored financing instruments, such as grants and loans, aim to encourage investments in energy-efficiency and RE technologies. The improved access to tailored financing instruments makes EE and RE-SC projects financially viable for a wider range of stakeholders, including households, municipalities, and SMEs. The availability of grants and loans lowers the financial threshold for investment and showcases the economic feasibility of such measures.

Scope of work in the WP 2:

A. KEEF Financing Mechanisms

- Provide expert advice to KEEF:
 - in fine tuning the financing schemes that address different target groups (households, SMEs, municipalities).
 - on the design and structuring support mechanisms, and/or blended financial instruments for EE and RE projects with the focus on multi-apartment building
 - to address gaps and barriers, with a particular focus on affordability for energy-poor households and identify intervention areas
 - To prepare recommendations for revising KEEF's existing financial schemes and aligning them with lessons learned from pilot programmes.

B. Technical Support for Pilot Projects

- Support KEEF in functionalizing the monitoring and verification of implementation of EE/RE-SC measures.

Deliverables for WP2

- Strategic advisory inputs supporting KEEF in strengthening, refining, and expanding financing mechanisms for energy efficiency and renewable energy for self-consumption across different target groups, including households, municipalities, and SMEs.
- Analytical and advisory support contributing to the design, adjustment, or optimization of financial support instruments, including grants, loans, and blended finance approaches, with particular attention to multi-apartment buildings.
- Assessments and advisory notes identifying financial gaps, affordability constraints, and market barriers affecting investments in energy efficiency and renewable energy, including targeted considerations for energy-poor and vulnerable households.
- Technical and operational advisory support to KEEF for improving the implementation, monitoring, and verification frameworks related to financed energy efficiency and renewable energy measures.
- Knowledge products and documentation reflecting advisory processes, coordination with stakeholders, and lessons learned related to the application of financing mechanisms and pilot interventions.

Milestones for Work Package 2	Delivery period
Review of KEEF's existing financing mechanisms completed, including identification of priority areas for strengthening financing schemes targeting households, municipalities, and SMEs.	Q3 2027
Advisory recommendations delivered on the design and optimization of grants, loans, and blended financial instruments for energy efficiency and renewable energy self-	Q4 2027

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consumption, with particular focus on multi-apartment buildings.	
Assessment of financial gaps, affordability constraints, and market barriers completed, including recommendations to improve access for energy-poor and vulnerable households.	Q4 2027
Technical support provided to KEEF for strengthening implementation, monitoring, and verification arrangements for financed energy efficiency and renewable energy projects, including operational guidance.	Q1 2028
Lessons learned from financing mechanisms, pilot activities, and stakeholder engagement consolidated into recommendations for improving and scaling KEEF's financial support schemes.	Q2 2028
Final advisory package submitted, including recommendations for strengthened financing mechanisms, improved operational procedures, and sustainable implementation of energy efficiency and renewable energy self-consumption financial instruments.	Q2 2028

Work package (WP) 3: Human Capacity Development (contributes to Output 1, 2, 4 & 5)

Provide expert advice, information exchange, organizational development, and capacity-building support to strengthen the institutional, technical, and professional capabilities of partner organizations (ME, ERO, KEEF, municipalities, AKM, inter-ministerial working groups). The aim is to create a transparent environment for sustainable investment on EE and RE-SC information exchange and knowledge-sharing across national and municipal institutions on one side and citizens and beneficiaries on other side.

Scope of Work in the WP 3:

A. Energy Inspections

- Provide expert advice to ME in capacity development on the implementing processes for inspecting compliance with EE and RE regulations and standards.

B. Capacity and Organizational Development to KEEF

- Provide expert advice to KEEF in introducing new structures, roles, and procedures within the framework of expanded financing mechanisms.
- Provide capacity building to KEEF staff through training on operationalization of financial schemes/mechanisms/instruments for EE and RE-SC projects.
- Provide expert advice on capacity-building for KEEF staff and municipalities to strengthen their ability to plan, implement and mobilize investments in EE and RE.

C. AKM and local level

- Provide expert advice to municipalities to develop a training program in designing and implementation of energy and climate policies and measures at local level (EE and RE-SC).
- Support AKM to anchor the training program on energy and climate policies and measures as an internal structured knowledge-sharing platform for EE and RE.

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D. Women in Energy Network

- Design and deliver a modular, replicable capacity-building program for women in the energy sector (including ToT), aligned with labor-market needs.

Deliverables for WP3

- Compliance monitoring guidelines and tools developed for Energy Inspectorate.
- Internal process manuals and capacity-building sessions delivered to KEEF.
- Training curricula, materials, and delivery reports for technical staff (KEEF, municipalities).
- Municipal guidance documents and templates for MECAP development.
- Manuals and reporting tools for municipal professionals on EE and RE standards.
- AKM action plan and platform for municipal knowledge-sharing on EE and RE.
- Training curricula, materials, mentoring guidelines, tools, delivery reports, including participant documentation and a brief implementation summary to support replication for women capacity building in energy.

Milestones for work package 3	Delivery period
Advisory support initiated to strengthen institutional processes for energy inspections and compliance monitoring, including initial capacity development activities for implementation of energy efficiency and renewable energy regulations.	Q3 2027
Capacity-building and organizational development support initiated for KEEF, including advisory inputs on improved internal structures, roles, and procedures for managing expanded financing mechanisms.	Q3 2027
Training curricula, materials, and initial delivery of technical capacity-building programmes for KEEF staff and municipal representatives on planning, implementation, and mobilization of EE and RE investments completed.	Q4 2027
Municipal guidance documents, templates, and advisory tools for development and implementation of local energy and climate action plans (MECAPs) prepared and disseminated.	Q4 2027
Institutional support provided to AKM for establishment of a structured knowledge-sharing and training platform on energy efficiency and renewable energy for municipalities, including initial operational framework.	Q1 2028
Capacity-building programme for women in the energy sector designed and delivered, including training modules, delivery reports, and documentation of participants and outcomes to support replication.	Q1 2028

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Work package (WP) 4: Women in Energy Network (Contributes to Output 5)

The consultancy will support the operationalization of a Women in Energy Network of approximately 100 members by advising on its governance structure and operational modalities. The Network aims to improve conditions for increased participation and career progression of women in the energy sector. This includes supporting working arrangements between the Network's steering members, namely the AGE and ME, and operational actors from civil society, academia, and public and private energy-sector institutions.

Scope of work in the WP 4:

A. Contribute to the operationalization of the Women in Energy Network

- Provide expert advice to AGE and ME to operationalize the women in energy network (for instance by defining its mandate, governance, mission and methods for formalizing cooperation among network members).
- Provide technical and operational support to the Network in advancing agreed actions that contribute to increased participation of women in the energy sector.
- Provide expert advice on gender impact assessments related to environmental pollution or other priority topics, with a focus on women's economic participation.
- Provide advisory support during stakeholder meetings and consultations, including technical input, facilitation support and follow-up as required.

B. Employability program within the women in energy network

- Support the establishment of an employability program to facilitate women graduates' entry into public and private energy-sector institutions, including the design of standardized internship and placement arrangements.

Deliverables for WP4:

- A consolidated operationalization package for the Women in Energy Network, including the Network's mandate, strategic direction, best practice partnership model and decision-making mechanisms, submitted for validation by network members.
- An employability program aligned with labour-market needs for women graduates entering the energy sector, with standardized internship models and implementation guidelines.
- Gender impact assessment methodology document delivered to civil society.

Milestones for WP 4:	Delivery period
Operationalization package for the Women in Energy Network developed and agreed with steering members (AGE, ME) and network stakeholders, including mandate, governance structure, and cooperation mechanisms, and submitted for validation.	Q3 2027
Methodology for conducting gender impact assessments related to environmental pollution and energy sector priorities, with a focus on women's economic participation, developed and approved by relevant stakeholders.	Q4 2027
Gender-responsive employability programme for women graduates in the energy sector developed, validated by stakeholders, and prepared for implementation, including internship and placement framework.	Q4 2027

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Pilot implementation of the employability programme completed, including structured internship placements with public and private energy-sector institutions and documentation of outcomes.	Q1 2028
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2.3 Project and Knowledge Management Requirements

Requirements on the Assignment of Experts

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on expenditure management and cost control:

The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. In line with GIZ's cost-output monitoring (KOMP) requirements, the contractor's services are to be allocated proportionally to the project output. The indicative percentage allocation of the contractor's efforts is as follows:

- Output 1: Regulatory conditions improved – 45%
- Output 2: Financing mechanisms facilitated – 25%
- Output 3: Investor information on EE and RE SC has improve – 0%
- Output 4: Municipal planning framework strengthened – 15%
- Output 5: Participation of women in the energy sector improved – 15%

Monitoring and Reporting Requirements

The contractor is responsible for implementing a results-based monitoring system aligned with the indicators and outputs outlined in Section 2.2 of this ToR.

The monitoring system should:

- Track progress toward each output indicator (qualitative and quantitative),
- Include disaggregated data (e.g. by gender, municipality, or sector where applicable),
- Identify implementation risks, mitigation measures, and lessons learned.
- Allow for justified adjustments to indicators or milestones, in consultation with GIZ, to reflect changes in the policy environment, framework conditions, or project scope.

The monitoring framework should be described in the inception report and updated regularly as part of the contractor's internal quality management.

Reports to GIZ must include:

- Progress toward output indicators,
- Status of milestone achievement by work package,
- Budget and expert-day consumption based on activities
- Visual documentation (photos, infographiques, évent records, etc.),

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In particular, the contractor is required to submit the following reports as part of their contractual obligations:

- **Inception Report**

- Due: Within 3 months after the start of contract
- Length: approx. 10–15 pages
- Scope:
 - Refined work plan and sequencing across all work packages
 - Detailed methodology and analytical approach
 - Stakeholder mapping and engagement strategy
 - Coordination, governance, and quality assurance mechanisms
 - Risk assessment and mitigation measures
 - Monitoring and reporting framework

- **Quarterly Progress Briefs**

- Frequency: Every 3 months (beginning from the start of contract)
- Length: 3–4 pages
- Scope:
 - Summary of activities implemented during the reporting period
 - Status of deliverables and milestones
 - Key risks, challenges, and mitigation actions
 - Short outlook for the next quarter

- **Interim Reports** (progress-focused)

- Interim Report 1: due within 12 months of the contract start date
- Interim Report 2: due 15 September 2028
- Length: approx. 12–15 pages each
- Scope:
 - Summary of progress against planned outputs and milestones
 - Key technical results and analytical findings per work package
 - Assessment of deviations, constraints, and corrective measures
 - Cross-cutting aspects (gender, capacity development, institutional strengthening)
 - Updated risk outlook and implications for subsequent periods

- **Final Report**

- Due: not later than contract end
- Length: approx. 15-20 pages
- Scope:
 - Consolidated overview of results and outcomes across all work packages
 - Key technical, policy, and institutional achievements
 - Knowledge products and lessons learned
 - Gender and inclusion outcomes and impact pathways
 - Sustainability, scalability, and replication potential
 - Strategic recommendations for follow-up and upscaling

In addition to formal reports, the contractor shall maintain continuous process documentation (e.g. meeting protocols) to capture ongoing progress and decisions in real time.

All reports must be submitted in English, using the format agreed with the GIZ team. GIZ reserves the right to request clarification or supplementary reporting during the contract period.

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Backstopping Requirements

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data Protection and Information Security

The provisions on data protection and information security as set out in the current version of GIZ's General Terms and Conditions of Contract (Section 1.10: Data Protection) apply to this assignment.

2.5 Other Requirements

To promote gender equality, environmental sustainability, conflict sensitivity, and human rights, the contractor shall apply GIZ's Safeguards and Gender Management System (SGMS) throughout the assignment and implement the following measures accordingly.

Gender Equality

- Ensure gender-responsive design and delivery of activities, particularly under Output 5 (increasing women's participation in the energy sector).
- Apply gender-sensitive language, visuals, and outreach formats in all public communication, capacity development, and knowledge products.
- Ensure compliance with GIZ's gender marker system and report gender results accordingly.

Environmental Protection and Climate Action

- Promote energy efficiency and renewable energy solutions that contribute to greenhouse gas (GHG) emission reduction.
- Prioritize low-emission, climate-resilient options in technical assistance, where feasible.

Human Rights

- Respect and promote non-discrimination, access to energy, participation, and accountability in all services and recommendations.

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- Ensure that vulnerable or marginalized groups (e.g. ethnic minorities, rural women, low-income households) are meaningfully included in the design, implementation, and outreach of activities
- The contractor shall immediately report any human rights concerns or risks identified during implementation to GIZ.

Conflict and context sensitivity

- Apply a conflict-sensitive approach in planning and implementation to ensure that interventions do not exacerbate local tensions and, where relevant, contribute to social cohesion.

Security Precautions

- Kosovo is not considered a high-risk security environment; however, the contractor shall follow GIZ Kosovo's local safety and risk management protocols.
- For fieldwork in sensitive municipalities, coordination with RMO shall be required.
- The contractor is responsible for the duty of care for its staff and must ensure compliance with basic security, travel and health precautions.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept in consideration of further sectors or actors, process adjustments.

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3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

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3.3.3 Approaches for leverage effects and measures for scaling-up (section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	3 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)

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3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe in its technical and methodological concept how it will design a project-specific monitoring system, which will be discussed, refined, and agreed with GIZ during the inception phase.

The tenderer shall briefly explain the approach to designing the monitoring system, including the definition of objectives and results, proposed indicators, data sources and collection methods, internal responsibilities, and procedures for data quality assurance and risk tracking.

The tenderer shall further describe how monitoring information will be updated and reported, including the format and frequency of progress and risk reporting, and how monitoring results will be used for adaptive project management.

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Where relevant, the tenderer shall indicate how the proposed monitoring system can be aligned with existing GIZ or partner monitoring requirements and how it will be operationalised during the inception phase.

3.5 Further requirements

(section 1.5 of the assessment grid)

3.5.1 Use of national resources

(section 1.5.1 of the assessment grid)

The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example national institutions, network partners etc.) in the context of service delivery.

3.5.2 Backstopping strategy

(section 1.5.2 of the assessment grid)

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical and administrative backstopping.

4. Personnel

The tenderer is required to propose key experts for the positions described in this section on the basis of corresponding CVs, prepared in accordance with the format and content requirements set out in section 6. The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

For the purpose of this tender, one year of professional experience is defined as a cumulative 12 expert months with at least 18 expert days per month, unless otherwise specified for individual qualifications.

The contractor shall ensure a well-balanced team in terms of gender, age, and overall composition.

In addition to the key experts, the assignment will be implemented with the support of two expert pools. These expert pools are not subject to individual evaluation, and CVs are not required at tender stage.

All proposed key experts must be clearly assigned to the required qualifications and presented in a separate summary table preceding the CVs. Only qualifications evidenced in the CVs shall be included. Professional experience must be substantiated through relevant references in the CVs, with clear indication of each example of experience.

Key Expert 1: Team Leader (with international experience) (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1:

- Overall responsibility for the advisory packages of the contractor.

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- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level.
- Design, implementation, monitoring and evaluation of capacity development measures for local partners.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality).
- Staff management, particularly identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts.
- Ensuring that monitoring procedures are carried out.
- Regular reporting in accordance with deadlines.
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ.
- Responsible for coordination of experts.

Qualifications of Team Leader:

Education/training (section 2.1.1 of the assessment grid):	University degree (master's or German Diploma) in Energy, Economics, Public Policy, Public Administration or Law.
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.1.3 of the assessment grid):	10 years of professional experience in facilitating in international contracts related to energy sector.
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in facilitating in international contracts related to energy efficiency or renewable energy.
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary/leadership responsibility for 10 people or more (5 out of a maximum of 10) and 5 years of management experience in projects, companies or other organisations with project budget responsibility of EUR 300,000 or more.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	3 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	2 years of professional experience in the Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in international development cooperation projects.
Other (section 2.1.9 of the assessment grid):	- Not applicable -

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Key Expert 2: Legal & Regulatory Expert (with international experience) (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of key expert 2:

- Provide legal expertise to ME, MESP, and KEEF on drafting or reviewing laws on EE and EPB.
- Provide legal expertise to ERO on amending secondary legislation aligned with Law on the Promotion of Use of Renewable Energy Sources, as well as additional secondary legislation that must be amended due to the transposition of the Electricity Implementation Package (EU Directive 2019/944) that affects the integration of RE-SC.
- Provide legal advisory support and capacity development to ERO on tariff review processes and Maximum Allowed Revenue methodologies for regulated entities and the Market Operator, to ensure legal alignment with the RE-SC support framework and primary legislation
- Provide regulatory expertise to ERO, DSO and TSO in the process of drafting national technical standards, grid codes and criteria for grid integration of RE systems.

Qualifications of key expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree (master's or German Diploma) in energy law, environmental law or EU law
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level, in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	7 years of professional experience in the sector of energy, acquired within the last 10 years
Specific professional experience (section 2.2.4 of the assessment grid):	5 years of professional experience in energy law and regulation – including drafting or reviewing primary and secondary legislation related to RE-SC, EE, EPB (5 out of a maximum of 10) and 5 years of professional experience in providing legal support for transposition of EU energy directives (5 out of a maximum of 10).
Leadership/management experience (section 2.2.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in international or regional development cooperation projects.
Other (section 2.2.9 of the assessment grid):	- Not applicable -

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Key Expert 3: Renewable Energy Policy Expert (with international experience) (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of key expert 3:

- Provide policy advice to ME, ERO, DSO, TSO, MESP, and KEEF on drafting national technical standards for RES systems integration.
- Support ERO in assessing and advising on the policy implications of tariff structures and allowed revenue methodologies, ensuring that they effectively incentivize renewable energy self-consumption while preserving fair cost recovery and overall market balance.
- Provide policy advisory support to KEEF in functionalizing the monitoring and verification of implementation of RE measures.
- Provide advisory support to MESP, ERO and DSO in streamlining permitting procedures and in designing the local-level procedure for permit issuance in development of RE-SC projects.

Qualifications of key expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree (master's or German Diploma) in energy policy, energy economics, public/environmental/climate policy or another field directly related to energy regulatory affairs.
Language (section 2.3.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.3.3 of the assessment grid):	7 years of professional experience in the energy sector, public administration or regulatory reform.
Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience in developing policy/sector reforms in RE-SC.
Leadership/management experience (section 2.3.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	- Not applicable -
Other (section 2.3.9 of the assessment grid):	- Not applicable -

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Key Expert 4: Power Systems Expert (with international experience) (section 2.4 of the assessment grid)

This position is a key expert.

Tasks of key expert 4:

- Provide advisory support to ME, ERO, DSO and TSO in the process of drafting/updating national technical standards, grid codes and criteria for RE systems grid integration,
- Provide advisory support to ERO, DSO and TSO to improve authorization process for integration of RE-SC, aligned with primary legislation on RE-SC.

Qualifications of key expert 4:

Education/training (section 2.4.1 of the assessment grid):	University degree (master's or German Diploma) in electrical engineering, power systems or mechanical engineering.
Language (section 2.4.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.4.3 of the assessment grid):	7 years of professional experience in the energy sector, public administration or regulatory reform.
Specific professional experience (section 2.4.4 of the assessment grid):	5 years of professional experience in power systems (5 out of a maximum of 10) and 5 years of professional experience in developing grid codes and technical standard for RE-SC integration (5 out of a maximum of 10).
Leadership/management experience (section 2.4.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	- Not applicable -
Other (section 2.4.9 of the assessment grid):	- Not applicable -

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Key Expert 5: Energy Tariff Expert (with international experience) (section 2.5 of the assessment grid)

This position is a key expert.

Tasks of key expert 5:

- Provide advisory support to ERO on the tariff reviewing process for regulated entities, retail electricity consumers and TSO/MO, DSO and USS.
- Provide advisory support to ERO in tariff designing and reviewing all regulatory parameters that are necessary for the periodic review.
- Provide advisory support on ensuring that, all tariff methodologies and reviews are compliant with national legislation, support schemes, and market regulations.

Qualifications of key expert 5:

Education/training (section 2.5.1 of the assessment grid):	University degree (master's or German Diploma) in economics/energy economics or energy related field.
Language (section 2.5.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.5.3 of the assessment grid):	7 years of professional experience in the energy sector.
Specific professional experience (section 2.5.4 of the assessment grid):	5 years of professional experience in energy tariff regulation or economic regulation.
Leadership/management experience (section 2.5.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	- Not applicable -
Other (section 2.5.9 of the assessment grid):	- Not applicable -

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Key Expert 6: Energy Efficiency Financial Expert (with international experience) (section 2.6 of the assessment grid)

This position is a key expert.

Tasks of key expert 6:

- Provide advisory support to KEEF in fine tuning the financing schemes that address different target groups (households, SMEs, municipalities).
- Provide advisory support to KEEF in designing and structuring support mechanisms, and/or blended financial instruments for EE and RE projects with the focus on multi-apartment buildings.
- Provide advisory support to KEEF in addressing gaps and barriers, with a particular focus on affordability for energy-poor households and identify intervention areas.
- Provide technical advisory support to KEEF in functionalizing the monitoring and verification of implementation of EE measures.

Qualifications of key expert 6:

Education/training (section 2.6.1 of the assessment grid):	University degree (master's or German Diploma) in economics/energy economics, energy management or a related discipline relevant to EE financing.
Language (section 2.6.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.6.3 of the assessment grid):	7 years of professional experience in the Energy Efficiency or sustainable development sector.
Specific professional experience (section 2.6.4 of the assessment grid):	5 years of professional experience related to EE and RE-SC (3 out of a maximum of 10), including 3 years of professional experience with financial, economic or support instruments for promoting investments in EE&RE-SC (7 out of a maximum of 10).
Leadership/management experience (section 2.6.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.6.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.6.8 of the assessment grid):	- Not applicable -
Other (section 2.6.9 of the assessment grid):	- Not applicable -

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Key Expert 7: Energy and Climate Expert for Municipal Level (with international experience)
(section 2.7 of the assessment grid)

This position is a key expert.

Tasks of expert 7:

- Provide advisory support on updating and adoption of MECAPs (data collection, baselines, targets, measures, monitoring) and MECAP Template and Manual
- Provide advisory support on integration of EE/RE and other impactful and feasible measures for local implementation into MECAPs
- Provide advisory support on integration of advanced elements in MECAP Model and Manual: MRV, scenario modelling for consumption/emissions, adaptation measures, and financing aspects
- Provide advisory support during meetings and consultations with related stakeholders.

Qualifications of expert 7:

Education/training (section 2.7.1 of the assessment grid):	University degree (master's or German Diploma) in energy, environment or climate/energy policy.
Language (section 2.7.2 of the assessment grid):	Knowledge of English, C1-level, in the Common European Framework of Reference for Languages.
General professional experience (section 2.7.3 of the assessment grid):	7 years of professional experience in the energy sector.
Specific professional experience (section 2.7.4 of the assessment grid):	5 years of professional experience in energy and climate policy or energy transition planning or local strategic planning and implementation mechanisms in energy sector.
Leadership/management experience (section 2.7.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.7.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.7.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation (section 2.7.8 of the assessment grid):	- Not applicable -
Other (section 2.7.9 of the assessment grid):	- Not applicable -

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Key Expert 8: Women in Energy Network & Talent Pipeline Expert (with international experience) (section 2.8 of the assessment grid)

This position is a key expert.

Tasks of key expert 8:

- Provide advisory support to AGE and ME to operationalize the women in energy network, by developing a package which defines mandate, partnership model, institutional roles and decision-making mechanisms between network members.
- Provide advisory support to Network members to design and establish an employability program that facilitates women graduates' entry into public and private energy-sector institutions.
- Provide advisory support to Network members to strengthen the capacities of women in the energy sector by designing and delivering modular, replicable training and mentoring programs, including (ToT), aligned with labour-market needs.
- Provide advisory support to define methodologies for gender impact assessments on environmental pollution and/or other priority topics, with a focus on impacts on women's economic participation.
- Provide advisory support during stakeholder meetings and consultations, including technical input, facilitation support and follow-up as required.

Qualifications of the key expert 8:

Education/training (section 2.8.1 of the assessment grid):	University degree (master's or German Diploma) in gender studies, social sciences, energy policy or sustainable development or a in related discipline to gender equality and workforce development in technical sectors.
Language (section 2.8.2 of the assessment grid):	Knowledge of English, C1-level, according to the Common European Framework of Reference for Languages.
General professional experience (section 2.8.3 of the assessment grid):	7 years of professional experience in the energy sector, workforce development, gender equality or private-sector development.
Specific professional experience (section 2.8.4 of the assessment grid):	5 years of experience in designing and implementing capacity-building and employability programmes (5 out of a maximum of 10) and 3 years of experience in women's economic empowerment in technical sectors. (5 out of a maximum of 10).
Leadership/management experience (section 2.8.5 of the assessment grid):	- Not applicable -
International professional experience outside the country/region of assignment (section 2.8.6 of the assessment grid):	2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment (2.8.7 of the assessment grid):	2 years of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).

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Experience in the field of development cooperation (section 2.8.8 of the assessment grid):	- Not applicable -
Other (section 2.8.9 of the assessment grid):	- Not applicable -

Expert Pool 1: Experts with international experience (4 to 7 experts)

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 1:

- Advise ME on capacity development for implementation of energy inspections and compliance processes for EE and RE standards.
- Support KEEF in organizational development – introducing new structures, roles and procedures aligned with expanded financing mechanisms
- Design and deliver training for KEEF on operationalizing financial schemes/mechanisms/instruments for EE/RE-SC projects.
- Provide capacity-building support to KEEF and municipalities on planning, implementation, and mobilizing investments in EE/RE.
- Support municipalities to develop training programs on local energy & climate policies/measures (EE/RE-SC).
- Support AKM to anchor and institutionalize the training program as an internal knowledge-sharing platform.
- Contribute to designing capacity-building programs for the Network of Women in Energy based on market needs (public/private institutions).
- Support the delivery of a gender impact assessment on environmental pollution, focusing on impacts on women's economic participation.

Qualifications of the expert pool 1:

Education/training	Four experts with university degree (master's or German Diploma) in Energy, Economics, Public Policy, Public Administration or Law. One expert with university degree (master's or German Diploma) in economics/energy economics, energy management or a related discipline relevant to EE financing. One expert with university degree (master's or German Diploma) in energy, environment, climate or energy policy. One expert with university degree (master's or German Diploma) in gender studies, social sciences, energy policy,
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	sustainable development or a related discipline to gender equality and workforce development in technical sectors.
Language	All experts with knowledge of English, C1-level, in the Common European Framework of Reference for Languages.
General professional experience	All experts each with 7 years of professional experience in the energy, climate or environmental sector.
Specific professional experience	Four experts each with 5 years of professional experience in EE and RE-SC policy and institutional capacity development, One expert with 5 years of professional experience in financing mechanisms for EE/RE-SC, One expert with 5 years of professional experience in municipal energy and climate planning and implementation, One expert with 5 years of professional experience in designing and implementing capacity-building and employability programmes.
Leadership/management experience	- Not applicable -
International professional experience outside the country/region of assignment	All experts each with 2 years of professional experience outside Kosovo.
Professional experience in the country/ region of assignment	All experts each with 1 year of professional experience in Southern Europe (in accordance with UN DESA Statistics Division).
Experience in the field of development cooperation	- Not applicable -
Other	- Not applicable -

Expert Pool 2: Experts with national experience (4 to 7 experts)

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 2:

- Provide expert advice in national legal, regulatory, and institutional inputs related to EE, EPB, RES legislation.
- Provide expert advice to ME, ERO, DSO and TSO in providing national policy context, institutional practices, and practical inputs related to RES technical standards, tariff and revenue methodologies, and monitoring and verification of EE measures.
- Support ERO, DSO and TSO in providing national technical practices, regulatory procedures, and institutional inputs related to RE-SC grid integration standards, grid codes, and permitting and authorization processes, and by facilitating coordination with ME, ERO, DSO, and TSO to ensure practical and implementable solutions.

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- Provide expert advice to KEEF in providing national financial, institutional, and market context related to KEEF financing schemes, blended financial instruments for EE and RE-SC projects, affordability challenges for energy-poor households, and monitoring and verification practices.
- Provide expert advice on providing local data, institutional context, and stakeholder coordination to ensure MECAP updates and methodologies are practical and applicable at the local level.
- Provide expert advice on national institutional, legal, and socio-economic context related to gender equality in the energy sector, facilitating coordination with AGE and network members, and contributing practical inputs to the operationalization of the women in energy network, capacity-building initiatives, employability frameworks, and gender impact assessment methodologies.

Qualifications of the expert pool 2:

Education/training	Four experts with university degree (master's or German Diploma) in Energy, Economics, Public Policy, Public Administration or Law. One expert with university degree (master's or German Diploma) in economics/energy economics, energy management or a related discipline relevant to EE financing. One expert with university degree (master's or German Diploma) in energy, environment, climate or energy policy. One expert with university degree (master's or German Diploma) in gender studies, social sciences, energy policy, sustainable development or a related discipline to gender equality and workforce development in technical sectors.
Language	All experts with knowledge of English, C1-level, in the Common European Framework of Reference for Languages.
General professional experience	All experts each with 7 years of professional experience in energy, climate, or environmental sectors.
Specific professional experience	Four experts each with 5 years of professional experience in advising national authorities and stakeholders on EE&RE-SC legal and policy reforms. One expert with 5 years of professional experience in municipal level energy/climate action plans. One expert with 5 years of professional experience in financing mechanisms for EE/RE-SC. One expert with 5 years of professional experience in designing and implementing capacity-building and employability programmes.
Leadership/management experience	- Not applicable -
International professional experience outside the country/region of assignment	- Not applicable -
Professional experience in the country/ region of assignment	All experts each with 5 years of general professional experience in Kosovo.

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Experience in the field of development cooperation	- Not applicable -
Other	- Not applicable -

*UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [UNSD methodology](#) for country assignment.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days. The allocation of expert days between remote work and presence in the country of assignment, as well as the number of international flights, is indicative and subject to adjustment during implementation in agreement with GIZ.

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Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights	Number of national flights
Key Expert 1: Team Leader (with international experience)	60	40	100	No	14	0
Key Expert 2: Legal & Regulatory Expert (with international experience)	40	50	90	No	17	0
Key Expert 3: Renewable Energy Policy Expert (with international experience)	50	30	80	No	10	0
Key Expert 4: Power Systems Expert (with international experience)	30	30	60	No	10	0
Key Expert 5: Energy Tariff Expert (with international experience)	30	30	60	No	10	0
Key Expert 6: Energy Efficiency Financial Expert (with international experience)	40	20	60	No	7	0
Key Expert 7: Energy and Climate Expert for Municipal Level (with international experience)	20	20	40	No	7	0

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Key Expert 8: Women in Energy Network & Talent Pipeline Expert (with international experience)	20	20	40	No	7	0
Expert Pool 1: Experts with international experience	30	50	80	No	18	0
Expert Pool 2: Experts with national experience	N/A	120	120	No	0	N/A

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

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5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	100
CO ₂ offsets for flights	10,000 € An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transfer costs	100
Per-diem allowances	320
Accommodation allowances	320
Visa acquisition costs	100

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount:

- Flight costs
- Transfer costs
- Visa acquisition costs

Notes on the settlement of accommodation allowances outside Germany:

For Kosovo, tenderers may offer accommodation allowances up to EUR 71.00. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement. The **evidenced expenses** will be reimbursed up to the contractually agreed amount.

Budget for CO₂ offsets for flights: EUR 10,000. An unalterable budget for CO₂ offsets for settlement against evidence is specified.

5.4 Materials and equipment

– Not applicable –

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5.5 Operating costs in the country of assignment

– Not applicable –

5.6 Workshops, education and training

– Not applicable –

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 60,000.00.

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CVs). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section of the ToRs must be in the EU format and not more than four pages in length. The CVs must also be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project

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- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary/leadership responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months) (if relevant)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

– Not applicable –

8. Annexes

- The following publicly available reference document should be consulted:

Energy Strategy of the Republic of Kosovo 2022-2031

Link: https://reskosovo.rks-gov.net/wp-content/uploads/2023/04/Energy-Strategy-of-the-Republic-of-Kosovo-2022-2031_compressed.pdf.

- Other relevant documents:

The stakeholder overview of key national partners and international donors is included in this ToR (see below).

No other additional annexes or reference documents will be provided.

Terms of reference (ToRs) for the procurement of services above the EU threshold

Stakeholder overview of key national partners and international donors

Stakeholder	Type	Key Mandates/Roles	Role
Ministry of Economy	National Government	The Ministry of Economy is the key national partner and the political partner of the project. The Ministry of Economy proposes, drafts and provides for the implementation of energy sector policy/strategic documents, and compiles regular reports on their implementation; proposes, drafts and provides for the implementation of energy sector legislation; drafts long-term and annual energy balances, and monitoring thereof; and implements tasks deriving from the Energy Community Treaty. The Ministry's organizational structure includes the Department of Energy and its divisions, including the previous Kosovo Energy Efficiency Agency, which is now a division in the ministry. Both the Ministry of Economy and Ministry of Finance keep track of development partner support in the energy sector.	Key stakeholder
Ministry of Environment, Spatial Planning, and Infrastructure	National Government	MESP is the key national and political partner of the project. MESP is responsible for proposing, drafting, and ensuring the implementation of policies and strategic documents related to environmental protection, spatial planning, infrastructure, and sustainable development. The ministry oversees the enforcement of environmental legislation, spatial planning regulations, and infrastructure development strategies. It also monitors compliance with international environmental agreements and implements tasks derived from Kosovo's commitments to regional and global environmental initiatives. MESP's organizational structure includes departments responsible for environmental protection, water management, spatial planning, construction, and infrastructure development. The ministry also coordinates with development partners to align support for environmental sustainability and infrastructure projects.	Key stakeholder
Energy Inspectorate	National Government	The Energy Inspectorate is responsible for monitoring and ensuring compliance with energy regulations, safety standards, and efficiency measures in Kosovo's energy sector. It enforces legal provisions related to electricity, heating, and fuel use, supporting a secure and	Key stakeholder

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		sustainable energy system. Regulates the energy market, approves tariffs, and ensures compliance with EU directives.	
Energy Regulatory Office	Independent Central Regulator	ERO is responsible for establishing and enforcing the regulatory framework for Kosovo's energy sector, covering electricity, district heating, and natural gas. It ensures non-discrimination, promotes effective competition, and facilitates the efficient functioning of the energy market. ERO operates in alignment with Kosovo's obligations under the Energy Community Treaty, supporting the country's integration into regional and European energy markets.	Primary Stakeholder
Kosovo Energy Corporation	Public Enterprise	KEK is a publicly owned enterprise managing lignite extraction and power generation, making it a key player in Kosovo's energy mix. It operates the country's main power plants and influences energy security and supply stability. Manages lignite extraction and power generation, directly influencing Kosovo's energy mix.	Secondary Stakeholder
Kosovo Energy Efficiency Fund	Independent-Public Fund	KEEF is an independent financial institution that provides funding for energy efficiency projects in both public and private sectors. It supports initiatives that reduce energy consumption and promote sustainable energy solutions. Provides financial support for energy efficiency projects in public and private sectors.	Key stakeholder
European Union	International donor	The EU is a key international donor supporting Kosovo's alignment with the Green Agenda. It funds renewable energy projects, energy efficiency measures, and policy reforms to support Kosovo's transition to a more sustainable energy system. Supports alignment with the Green Agenda and funds renewable energy and efficiency projects.	Primary Stakeholder

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World Bank & IFC	International donor	The World Bank and IFC provide financial support for Kosovo's energy infrastructure modernization. They promote private sector investment in energy efficiency and renewable energy, ensuring a more resilient and sustainable energy sector. Funds infrastructure modernization and promotes private sector involvement in energy efficiency.	Primary Stakeholder
UNDP	International donor	UNDP supports Kosovo in climate action planning, energy poverty alleviation, and gender mainstreaming in the energy sector. It works with local and national institutions to promote inclusive and sustainable energy policies. Supports climate action planning, energy poverty alleviation, and gender mainstreaming.	Secondary Stakeholder
Independent Power Producers	Private sector	IPPs represent the private sector's role in Kosovo's renewable energy development, investing in solar, wind, and other clean energy projects that contribute to the country's energy. Invest in renewable energy projects like solar and wind.	Secondary Stakeholder
Small and Medium Enterprises	Private sector	SMEs actively invest in energy efficiency and decentralized renewable energy solutions, such as rooftop solar and self-consumption systems, contributing to Kosovo's energy sustainability goals. Invest in energy efficiency and decentralized renewable solutions for self-consumption.	Secondary Stakeholder
Kosovo Civil Society Consortium for Sustainable Development (KOSID)	Civil society organization	KOSID is a civil society organization advocating for transparency, accountability, and social equity in Kosovo's energy policy. It promotes public participation in energy decision-making processes.	Primary Stakeholder
Kosovo Women's Network	Civil society organization	KWN promotes gender equity in Kosovo's energy sector, advocating for policies that ensure the inclusion of women and marginalized groups in energy-related decision-making and economic opportunities.	Primary Stakeholder

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Municipalities	Local government	Local governments in Kosovo play a key role in implementing climate action plans, supporting decentralized renewable energy projects, and improving local energy efficiency initiatives.	Key Stakeholders
Association of Kosovo Municipalities	Local government	AKM facilitates cooperation among municipalities, promoting sustainable energy and climate action efforts across Kosovo's local governments. It supports knowledge sharing and coordination on energy-related policies and projects.	Key stakeholder