

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

CONFIDENTIAL

Project title: EU4 Reconstruction

**Processing
number/cost centre:**

Country: Ukraine

G-012648

Subject of the tender procedure: Technical assistance for the EU-aligned reconstruction of Ukraine

**Transaction number:
81322811**

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0. List of abbreviations

AVB	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
BCU	Budget Code of Ukraine
BMZ	German Ministry for Economic Cooperation and Development
CabMin	Cabinet of Ministers of Ukraine
CO2	Carbon dioxide
CV	Curriculum Vitae
DPMO	Office of the Deputy Prime Minister for European and Euro-Atlantic Integration
DREAM	Digital Restoration Ecosystem for Accountable Management
ECLSG	European Charters of Local Self-Government
EIB	European investment Bank
EU	European Union
EU4PAR	EU for Public Administration Reform project
ESF+	European Social Fund Plus
GDPR	General Data Protection Regulation
GOCEEI	Government Coordination Office on European and Euro-Atlantic Cooperation
GoU	Government of Ukraine
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	German Act against Restraints of Competition
IDPs	Internally Displaced Persons
IT	Information Technology
KA	Key Activity
KOMP	Cost per output monitoring and forecast
LSG	Local self-government
LoI	Letter of intent
MCTD	Ministry for Communities and Territories Development of Ukraine
MoE	Ministry of Education of Ukraine
MoF	Ministry of Finance

MFF	Multiannual Financial Framework
MoH	Ministry of Health
MLG	Multi-Level Governance
MLGU	Multi-Level Governance Unit
MoU	Memorandum of Understanding
NAUCS	National Agency of Ukraine on Civil Service
NACP	National Agency on Corruption Prevention
NEB	New European Bauhaus
NUTS	Nomenclature of Territorial Units of Statistics
OPU	Office of the President of Ukraine
OSAs	Oblast State Administrations
PAR	Public Administration Reform
PIM	Public Investment Management
PPF	Project Preparation Facility
RDS	Regional Development Strategy
Reg. No.	Regulation Number
RMO	Risk Management Office
ROs	Regional Offices
RSAs	Rayon State Administrations
SDU	Sustainable Development Unit
RDSs	Regional Development Strategies
SECO	Swiss State Secretariat for Economic Affairs
SFRD	State Fund for Regional Development
SRDS	State Regional Development Strategy
ToRs	Terms of reference
U-LEAD	Ukraine Local Empowerment, Accountability and Development Programme
WP	Work Package
VgV	German Ordinance on the Award of Public Contracts
VRU	Verkhovna Rada of Ukraine

1. Context

Since Russia's full-scale invasion began on 24 February 2022, Ukraine has faced unprecedented attacks affecting every citizen, resulting in injuries, loss of life, and significant damage to housing and infrastructure. The European Commission, the Government of Ukraine (GoU), and World Bank estimate the war's costs at **EUR 506 billion** as of 31 December 2024, with EUR 138 billion needed for direct damage repairs. Critical sectors such as housing, transport, and energy have been heavily impacted. Socially, the war of aggression has pushed **7 million more Ukrainians** into poverty, raising the poverty rate to 24%. The local level, with its 1,470 municipalities and 136 districts, has shown remarkable resilience, provided humanitarian support and maintained basic services, accommodating internally displaced persons (IDPs), and leading recovery efforts.

EU4 Reconstruction (hereinafter "**EU4R**")¹ has been designed to build on Ukrainian and international efforts in decentralisation and building local resilience. With Candidate Country Status granted in mid-2022 and the Public Investment Management (PIM) system introduced in 2024 it is important to develop reconstruction support systems that respond to the enormous needs, are able to process the financial flows required for a sustained reconstruction and recovery effort and sit well with a future EU inspired cohesion policy of Ukraine in a European Union setting.

EU4R is a joint initiative of the European Union (EU), Denmark, Germany, France, and Lithuania aimed at supporting Ukraine's strategic, inclusive and EU-aligned reconstruction. The initiative is jointly implemented by the Ministry of Foreign Affairs of Denmark, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Expertise France, and the Central Project Management Agency (CPVA).

EU4R is delivered through two streams: Stream 1 implemented by GIZ and Expertise France, and Stream 2 implemented by the Ministry of Foreign Affairs of Denmark and CPVA. This assignment is related to the Stream, the part which is being implemented by GIZ.

¹ [Team Europe launches €37 million EU4Reconstruction Project | EEAS](#)

Primary **stakeholders** of **EU4R** include:

Main Partners: The **main political partner** is the Ministry for Communities and Territories Development (MCTD), as the lead ministry for decentralisation, regional policy and local reconstruction. Clearly, EU4R's most critical stakeholders at the **local level** are 50 selected municipalities in Ukraine, with a focus on municipalities that are in a position to pro-actively engage in the PIM system and between 10.000 to 150.000 residents. These are selected to develop approaches that can be replicated and scaled up through (for example, by other technical assistance projects, like ULEAD with Europe) and at the same time support MCTD in policy development and programming.

EU4R is also cognizant of the challenges the reconstruction effort will place on the **construction sector** in Ukraine to be able to respond to the needs of local self-government and its residents.

Given their roles in Ukraine's reform, reconstruction and pre-accession at the **centre of government**, other key stakeholders are the Secretariat of the Cabinet of Ministers of Ukraine (CabMin), and, with regards to constitutional amendments, wartime legislation, and EU acquis harmonisation, Verkhovna Rada of Ukraine (VRU) Committee on the Organisation of State Power, LSG, Regional Development and Urban Development (and its sub-committees).

Other central stakeholders in EU4R's activities are: the State Agency for Restoration and Infrastructure Development (SARDI), Ministry of Finance (MoF) regarding municipal and reconstruction finance; NAUCS concerning capacity development standards on local level, the National Agency on Corruption Prevention (NACP) concerning local integrity, transparency and anti-corruption reforms; the Ministry of Economy (MoE) regarding enterprise and Ukraine Plan, and the key role it plays in ensuring procurement of goods and services, including in construction sector. Moreover, EU4R engages with key actors at the sub-national level, namely the all-Ukrainian Associations of LSG, including the Association of Ukrainian Cities (AUC). To a much lesser extent, the project will work with Oblast Councils, Oblast State Administrations (OSAs), Rayon Councils and Rayon State Administrations (RSAs).

Further details on EU4R are supplied in the annex A (an extract from the Description of Action).

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

EU4R’s specific objective and outputs are specifically designed to support the development and implementation of a functioning reconstruction funding system and are part of the overall project documentation as specified in the Description of Action. At the same time, it must be recalled that the general project environment is very unstable, with room for action highly dependent on war. As such, the context is particularly prone to fast-changing elements of risk.

EU4R’s **specific objective** reads as follows: “The Ukrainian government is increasingly able to implement inclusive reconstruction, building on a modern construction framework and a public investment management system sensitive to the needs of different levels of government”. The table on the next page presents the three outputs relevant to this ToR, the related indicators, and the related Key Activities (KAs) into which they are broken down.

Outputs	Output indicators	Indicative list of KAs
<p>Output 1: MCTD has increased capacity to provide improved reform leadership, high-level advice, and effective coordination, driving aligned and</p>	<p>Output indicator 1.1 Share of officials participating in the public investment management system who have participated in capacity development measures regarding reconstruction management and reforms who are able to describe an example of how the acquired knowledge can improve their performance of tasks (among them at least 50% women)</p>	<p>KA 1.1: Conduct training measures to enhance the Ministry’s capabilities to implement transparent and accountable reconstruction policies aligned with EU standards.</p> <p>KA 1.2: Provide technical expertise and secretariat support to high-level coordination bodies, including advisory committees and sub-</p>

Outputs	Output indicators	Indicative list of KAs
accountable reconstruction efforts.	Output indicator 1.2: No. of legislative, normative or policy documents to strengthen the management and coordination of public investment in reconstruction, adopted with EU4Reconstruction support, in line with the Ukraine Facility regulation and the requirements of EU acquis chapter 22	committees to MCTD, SARDA, and other stakeholders involved in the PIM architecture. KA 1.3: Support the Ministry and other public entities involved in designing and implementing the PIM Architecture in reforming policies and processes to align with EU standards and accession requirements. KA 1.4: Deliver ad hoc technical support for ongoing reform initiatives and coordination efforts.
Output 2: Capable medium-sized municipalities have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner and take specific action to empower women in local reconstruction	Output indicator 2.1 Share of officials from medium-sized municipalities who have participated in capacity development and knowledge-sharing measures regarding reconstruction who are able to describe an example of how the acquired knowledge can improve their performance of relevant tasks (among them at least 50% women) Output indicator 2.2 No. of reconstruction projects from medium-sized municipalities, developed in participatory approach and with a special emphasis on gender representativity, supported by EU4Reconstruction that are submitted for preparation	KA 2.1: Strengthen the capacity of medium-sized local authorities to establish and comply with the PIM requirements and to plan, and manage their investments through targeted capacity-building programmes, technical assistance, and training on PIM processes KA 2.2: Improve the capacity among medium-sized local authorities with regards to project identification, prioritisation, design, estimate documentation and implementation in line with national and EU investment frameworks supported, as appropriate, by digital solutions. KA 2.3: Facilitate knowledge-sharing and best practices for sustainable and accountable local investment management. KA 2.4: Engage with national organisations, for instance the Association of Ukrainian cities.

Outputs	Output indicators	Indicative list of KAs
<p>Output 3: Reforms in the construction sector are effectively developed, coordinated, and implemented in alignment with the EU acquis.</p>	<p>Output indicator 3.1 Share of officials from partner Ministries and other public entities who have participated in capacity development measures regarding construction regulatory reforms who are able to describe an example of how the acquired knowledge can improve their performance of relevant tasks (among them at least 50% women).</p> <p>Output indicator 3.2 No. of legislative, normative or policy documents to strengthen the construction regulatory framework adopted with EU4Reconstruction support</p>	<p>KA 3.1: Conduct in-depth analysis of the state-of-play and reform needs as the baseline for advice to achieve a robust and stable regulatory framework considering EU accession requirements.</p> <p>KA 3.2: Legal and regulatory advice and training to support for the adoption of international construction measurement methods and engineer certification system reforms, as required, to align with global best practices and achieve a sufficient supply of suitably qualified engineers to meet Ukraine’s reconstruction needs.</p> <p>KA 3.3: Revise national cost estimating methodologies and implement advanced electronic systems to enhance accuracy, transparency, and efficiency in construction project planning.</p> <p>KA 3.4: Support in the development of tools to monitor and address risks of price manipulation, ensuring fair and sustainable pricing in public construction projects.</p> <p>KA 3.5: Provide international technical expertise to embed sustainability into infrastructure development, advance EU Green Deal objectives, and align Ukraine’s rebuilding efforts with EU environment, social and Governance standards and principles.</p>

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The contractor is to support the partial performance of KAs 1.1, 1.2, 1.3, 2.1, 2.2, 3.2, 3.3, 3.4 and 3.5 (certain tasks under these KAs will be performed by other actors). In doing so, the contractor will directly contribute to achieving the EU4R's three outputs indicated above (with specific reference to output level indicators 1.1, 1.2, 2.1, 2.2, 3.1 and 3.2), thereby indirectly contributing to the outcome (i.e. EU4R's specific objective) and its indicators.

Work of the contractor is broken down into **three Work Packages (WPs)**, corresponding to the three outputs and corresponding KAs relevant to this ToR; the Work Packages are in turn sub-divided into tasks. Outputs and milestones per task/Work Package and associated timings are not indicated; these will be agreed in the Inception Report, and subject to review in each report received from the contractor (in order to take account of any changes in the project environment).

The contractor is responsible for providing the following work packages.

Work package 1: Support to MCDT (linked to KA 1.1, 1.2, 1.3): *part of Output 1*: MCDT has increased capacity to provide improved reform leadership, high-level advice, and effective coordination, driving aligned and accountable reconstruction efforts.

WP 1 – Support to MCDT (linked to KA 1.1., 1.2, 1.3), please, see a reference to the table on pp. 8-10 of this ToRs
Task 1.1 – Deliver Ad Hoc technical support to MCDT and other partner Ministries and the reconstruction architecture in the framework of the Ukraine Plan (2024-2027). Here, the contractor will supply specialist expertise to, inter alia: <ul style="list-style-type: none">• Collect, study and analyse information about the state of play of reconstruction initiatives, their reform proposals and provide input and feedback.• Develop a data base of reconstruction support activities support sector mapping.• Support the development and promotion of draft laws and secondary legislation in-line with the recommendations of the EU Commission, articulated in the annual EU Enlargement Reports, screening reports and the Ukraine Plan in relation to developing financial instruments for reconstruction support.• Analyse all draft laws adopted by the parliament in the first reading and in general, as well as resolutions of the CabMin aimed at developing financial instruments for EU cohesion policy and their impact on reconstruction funding for municipalities in Ukraine.• Advise on discrete issues, such as decentralised funding and implementation systems and institutional requirements in MCDT, the Ministry of Finance, Ministry of Economy, and other relevant Ministries.• Develop measures to build buy-in from key stakeholders with regards to decisions made in accordance with the Action Plan for the Reform of Local Self-Government and Territorial Organisation of Power in Ukraine for 2024-2027, and Ukraine's reconstruction and EU Accession.
Task 1.2 – Organise capacity building and awareness raising events related to further development of the reconstruction and PIM reform. Here, the contractor will contribute to the content of and be directly responsible for the logistics of events such as those given below. The primary addressees for this task are MCDT, however other relevant national-level institutions, such as Ministry of Finance, Ministry of Economy, SARDI, as well a VRU Committee on the Organisation of State Power, Local Self-Government, Regional Development, Urban Planning in close cooperation with the ULEAD with Europe Project.

WP 1 – Support to MCDT (linked to KA 1.1., 1.2, 1.3), please, see a reference to the table on pp. 8-10 of this ToRs

- Up to 5 capacity building events (trainings, workshops, etc.) of duration of up to 2 days each for 20 people
- Up to 6 round tables, info-sessions or similar events related to reconstruction, PIM or similar.
- Measures developed under Task 1.1 (and subsequently approved by the national authorities) to build buy-in from key stakeholders for EU accession and EU Financial instruments.
- Up to 2 study visits to relevant EU member states to study organisational system of cohesion funding, reconstruction and recovery programmes, with up to 15 participants from the MCDT, Ministry of Finance, Ministry of Economy, VRU, the CabMin, municipalities, LSG Associations; duration 5 days; first study visit foreseen in 2026.

Work package 2: Support at municipal level on reconstruction and recovery planning and development (linked to KA 2.1 and 2.2), *part of Output 2: Capable medium-sized municipalities² have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner and take specific action to empower women in local reconstruction*

WP 2 – Capable medium-sized municipalities have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner and take specific action to empower women in local reconstruction (linked to KA 2.1 and 2.2)

Task 2.1 – Strengthen administrative capacities at local level. Work here should focus on the ability of medium-size municipalities to actively engage in and contribute to the reconstruction and recovery programmes, financial instruments (EU Type instruments) developed under Output 1. The following activities are foreseen:

- Prepare and implement a Capacity Development Programme of strengthening institutional capacity of local administrations focusing on:
 - Supporting management of the Local Development Strategies and Action Plans in preparation of the system of implementation and projects according to EU rules,
 - Advising on Public Investment Management (PIM) principles and institutional arrangement required for active participation in the PIM process,
 - Supporting municipalities in preparing their spatial planning and land documentation in line with the investment needs,
 - Developing and supporting municipalities in the establishment and implementation of project scoping guidance documents to ensure well positioned projects of appropriate scope are developed under the PIM system,
 - Involving partners representing local authorities, Civil Society Organisations (CSO), business sectors and other relevant stakeholders in the process of project identification, preparation and implementation,
 - Addressing urgent capacity needs in high-priority areas like design, procurement, contracting, contract management and project hand over as well as developing monitoring systems and financial reporting procedures,
 - Addressing gender issues and ensuring gender mainstreaming,
 - Incorporating principles of New European Bauhaus (NEB).

² For the purposes of EU4R and this ToR, medium-size municipalities are those of population between 10 000 and 150 000 inhabitants.

WP 2 – Capable medium-sized municipalities have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner and take specific action to empower women in local reconstruction (linked to KA 2.1 and 2.2)

- Based on prepared materials (manuals, slides, etc.) conduct targeted training focused (1.5-days offline events for up to 100 municipal officials³; complemented by online trainings) on improving skills in project management, financial oversight, and compliance with EU standards for key personnel in up to 50 local administrations from selected⁴ municipalities.
- Disseminate lessons learned to 1) central government, in particular MCTD so that guidance on development and implementation of reconstruction and recovery programmes can be improved, and 2) municipal administrations, including via their representative bodies.
- Conduct 2 study visits to relevant EU member state (e.g. Poland, Ireland, Croatia) to study implementation of public investment planning and management. Up to 15 participants and a duration of 5 days.

When designing capacity building measures coordination with other technical assistance projects (especially, U-LEAD with Europe) and previously elaborated materials is required.

Task 2.2 Supporting municipalities to prepare investment projects for reconstruction.

To complement and build up on capacity development measures described above, it would be needed to provide in-depth expert support when it comes to project preparation of reconstruction projects. This might include expert support in adjustment and development of local development strategies and their actions plans (aligned with the work under Output 1), preparation of pre-feasibility and feasibility studies⁵, preparation of terms of references for comprehensive spatial plans and development of plans as such.

While at this stage, it is impossible to define future source of financing, potential ones might include State Regional Development Fund (SFRD), as well as World Bank, European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD), etc. Of particular interest are the monies potentially available to the sub-national level under the Ukraine Facility⁶ with a focus on reconstruction of municipal infrastructure. Activities anticipated at present include the following:

- Provision of expert support in development (and update, if needed) of local development strategies and action plans.
- Provision of expert support in update of Mid-Term Investment Plans.
- Provision of expert support in development of terms of reference for comprehensive spatial plans.
- Provision of expert support in preparation of pre-feasibility studies and further submission for preparation in coordination with a relevant source of financing.
- Organise capacity building and networking events in order to achieve tasks listed above.

Work package 3: Reforms in the construction sector are effectively developed, coordinated, and implemented in alignment with the EU acquis (Output 3). A situation analysis and sector review is under preparation and will form the basis for detailed task formulations and descriptions. It is anticipated that the following activities are likely to be undertaken at variable levels of detail and intensity. This work package is to support the

³ Offline capacity building measures (like trainings, workshops, etc.) are to be organised in groups of no more than 30 people.

⁴ At the time of writing Municipalities were not selected and support in the identification of municipalities will be provided.

⁵ As defined per relevant Ukrainian legislation on PIM or required by respective international financing institution (IFI)

⁶ See Article 16.4 of the relevant EU Regulation.

adjustment of the construction sector in Ukraine to be able to deliver some of the challenges in the reconstruction of the country. Here the contractor will supply specialist expertise to, inter alia:

WP 3 – Reforms in the construction sector are effectively developed, coordinated, and implemented in alignment with the EU acquis (linked to KA 3.2, 3.3, 3.4, 3.5)

Task 3.1 – Deliver Ad Hoc technical support to MCDT and other partner Ministries and professional organisations and provide legal and regulatory advice and training to support the adoption of international construction measurement methods and engineer certification system reforms, and as required, to align with global best practices and achieve a sufficient supply of suitably qualified engineers to meet Ukraine’s reconstruction needs.

Task 3.2 – Provide expertise and expert support as requested to review and revise national cost estimating methodologies and implement advanced electronic systems to enhance accuracy, transparency, and efficiency in construction project planning and reference pricing. This includes the development of tools to monitor and address risks of price manipulation, ensuring fair and sustainable pricing in public construction projects.

Task 3.4: Provide international technical expertise to embed sustainability into infrastructure development, advance EU Green Deal objectives, and align Ukraine’s rebuilding efforts with EU environment, social and Governance standards and principles. Develop measures to build buy-in from key stakeholders with regards to decisions made in accordance with the Action Plan for the Reform of Local Self-Government and Territorial Organisation of Power in Ukraine for 2024-2027 and Ukraine’s reconstruction and EU Accession.

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. Agreement of GIZ is required to the proposed experts for each assignment.

Requirements on materials and equipment and operating costs:

- n/a

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. Timesheets for individual expert assignments have to be submitted to EU4R for approval within one month after the end of the assignment; invoices for completed assignments must be submitted quarterly, within 4 weeks after the end of each quarter.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented

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- Degree to which the objectives, indicators and milestones listed in the Inception Report have been achieved
- Results that have occurred in the contractor's sphere of responsibility
- Risks

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the English language:

- Inception report (up to 20 pages, without annexes) – to be submitted two weeks after contract award
- Interim report(s) (up to 50 pages, without annexes) – to be submitted two weeks after each year ahead of the payment schedule
- Final report (up to 50 pages without annexes) – to be submitted no later than contract's end.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above in the format provided by EU4R.

Requirements for company-wide learning, knowledge and innovation:

Not applicable

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 of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection, section 1.6 Confidentiality) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

2.5 Other requirements

Communication and visibility:

All communication products produced by the contractor directed at third parties must adhere to EU4R's relevant communication and visibility guidelines. Approval by EU4R is required in all instances.

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- **Gender equality:**

The fight against gender-specific discrimination and disadvantages, realising equal opportunities and rights for all people regardless of their gender, their sexual orientation and gender identity are essential values of GIZ, a guiding principle of our corporate actions and a quality feature of our work. The contractor is required to mitigate any unintended negative consequences that might reinforce existing gender inequalities. Within the scope of the work, the contractor is required to ensure it is being carried out in a gender-sensitive and gender-responsive manner.

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

GIZ would like to reduce greenhouse gas emissions caused by travel. Contractors are required to include options for reducing emissions in the tender documents, 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. In addition, measures will be outlined in the ToR for the individual assignments, i.e. on climate-responsive planning and budgeting and / or tax-impact analysis.

- **Conflict and context sensitivity:** Russia's invasion, which began on 24 February 2022, has caused unspeakable suffering for Ukrainians and disrupted the peaceful order of Europe. While war had a worldwide impact on the global economy and livelihoods in countries across the Global South, Ukrainian's society was (and still is) directly affected from the repercussions of the ongoing war. Beyond the security precautions (see below), the contractor has to take into account Ukraine's fragile context during the implementation of the contract and with each activity.
- **Security precautions:**
The contractor is responsible for ensuring its own safety and security and that of their staff. The contractor is required to prepare their staff adequately for each assignment, to provide them with sufficient information on the security situation in the country of assignment and, where necessary, to ensure that they take part in relevant training courses. They must ensure that they and any experts they assign meet the health requirements of the relevant country and that appropriate insurance has been taken out. **All envisaged travels of the contractor's staff to Ukraine from abroad must be coordinated with and approved by GIZ beforehand.**

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 thereby contributing to EU4R's outputs and specific objective. 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)

Section 1.1.1 of the assessment grid:

The tenderer is required to reflect on how it will contribute to EU4R's outputs and specific objective, what skills are required to achieve these and how they are reflected in the expert pool assembled. These objectives should involve a description of a system of co-ordination and cooperation with the GIZ project team for expert identification and selection. A simple repetition or reformulation of outputs or objectives is not desired but rather aimed at describing how tenderer's capacities and experts propose will facilitate achieving them, given the current context in Ukraine.

Section 1.1.2 of the assessment grid:

The contractor must undertake a critical examination of the ToRs, by:

- undertaking an assessment of the appropriateness of the expert pool concept for implementing the scheduled tasks;
- providing an assessment of the risks and management requirements for achieving the objectives and possible risks in implementation.

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).

Section 1.2.1 of the assessment grid: The tenderer is required to describe, using existing documents where possible, the type of skills required and how this is reflected in the expert data base for processes that are relevant to achieving the contracts outputs.

Section 1.2.2 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 and what type of expertise they may require under EU4R and how this is reflected in the expert data base.

It is expected that tenderers will provide information additional to that included in this ToR's annex A (e.g. information gathered from their own research or experience). Thus, it should not only be clear that the tenderers have read the annex in depth (and absorbed the information there), but also that the tenderer has good insight into the current situation on the ground and the expertise requirements associated with this.

Section 1.2.3 of the assessment grid should explain the relationship between the stakeholders and their respective roles to demonstrate a good understanding of the institutions and their inter-relationships.

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 the provision of expertise in order to contribute to EU4R's specific objective and outputs (as well as the relevant indicators and KAs), to meet the objectives defined for the contract itself (see section 3.1 above), and to implement the tasks outlined in 2.2 above.

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 contracting authority and the partner system who are relevant for the implementation of the services in the tender with EU4R as the central interlocutor (see section 3.2 above).

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 describe systems of how to capture promising approaches for leverage effects from the expert inputs beyond the measures mentioned identified in the experts' Terms of References. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up.

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).

(4 points out of 10 in section 1.3.4 of the assessment grid)

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

Not applicable

NB: This section will not be evaluated, but please consider section 2.5 above for implementation.

Conflict and context sensitivity

The Russian war of aggression against Ukraine may be continued, expanded or intensified; effective work inside Ukraine and for Ukrainians internationally is impeded significantly or, in worst case, made impossible. Intensified war efforts may force increasing military mobilization and concentration of resources; the public sector can attend only most essential matters; lack of qualified and qualifiable counterparts for the implementation of activities.

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).

Furthermore, the tenderer should outline their security concept and conflict-sensitive implementation to ensure staff and operations are safeguarded to the maximum extent possible.

(6 points out of 10 in section 1.3.4 of the assessment grid)

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 list of activities in a logical order (e.g. chronological) and a forecast assignment of all the experts' inputs (in number of expert days) per Working Package and activity, included in the tender. If expert inputs are also plotted against time, this should not be overly detailed (e.g. per quarter and not per month) due to the fluid environment in Ukraine. The tenderer can define further milestones 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. This is a central aspect of this project as commissioning and speedy mobilisation of appropriate expertise is at the core of this contract.

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

Not applicable

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

In the tender, the tenderer is required to explain its approach to the management of expenditures and costs, accounting processes and invoicing (in accordance with GIZ's requirements). Moreover, it is required to describe an IT-based financial monitoring tool which includes an overview of expert days committed and delivered, and updates on the status of assignments (financial monitoring).

3.5 Further requirements

(section 1.5 of the assessment grid)

- The tenderer is required to describe its **backstopping concept**. A brief CV (max. 4 pages) must be provided for each backstopper. Please refer to section 2.3 for the elements to be addressed.

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

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

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of Team Leader: Overall responsibility for service delivery under the contract

- Oversight and contribution to the technical deliverables under WP 1, WPs 2 and 3.
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts; this task includes the management of the expert pools indicated below
- Managing the expert pool and identification of experts and their contracting processes.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- 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 officer responsible for the commission at GIZ

Qualifications of Team Leader:

Education/training (section 2.1.1 of the assessment grid):	Master's degree (or equivalent) in any field
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	10 years in total of professional experience accumulated in the field of managing expert pools for local and regional development with a focus on recovery and reconstruction (5 out of a possible 10 points) and EU Accession (5 out of a possible 10 points)
Specific professional experience (section 2.1.4 of the assessment grid):	3 years in total of professional experience of managing expert pools for multinational, national, regional or local authorities on post shock recovery and reconstruction (5 out of a possible 10 points); and managing expert pools for countries acceding to the EU (5 out of a possible 10 points).
Leadership/management experience (section 2.1.5 of the assessment grid):	3 years in total in leading a team implementing one project (or discrete parts of larger projects) each with a budget of 0.5 Mio. EUR or more in the last 10 years.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years' professional experience with the provision and management of experts in an international, fragile environment. Such as post war or post traumatic event such as earthquakes fires or other natural disasters or civil uprising.
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	<i>Not applicable</i>
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.1.9 of the assessment grid):	<i>Not applicable</i>

Expert 2: Expert Pool 1 (with international experience) with up to 10 experts (section 2.2. of the assessment grid)

In derogation from the number of experts mentioned above, 1 CV must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of this exemplary CV.

Experts shall be assigned under this expert pool only after consultation with and approval by EU4R.

EU4R retains the right to suggest and/or require specific experts to be assigned under this expert pool.

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, EU4R

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must confirm before the assignment that their qualifications are equivalent to those of the experts proposed in the tender.

Tasks of the Expert Pool 1 (with international experience)

Performing content-related activities under all WPs requiring significant experience – i.e. providing high-quality legal and policy advice on establishing national funding and finance systems under EU procedures for decentralised implementation and financing systems.

Qualifications of the Expert Pool 1

Education/training (section 2.2.1 of the assessment grid):	Each expert with a Master's degree (or equivalent) in any field
Language: Language (section 2.2.2 of the assessment grid):	Each expert with knowledge of English at C1-level in the Common European Framework of Reference for Languages
General professional experience: (section 2.2.3 of the assessment grid):	Each expert with 10 years of professional experience in advisory work and/or capacity development
Specific professional experience (section 2.2.4 of the assessment grid):	Each expert with 10 years of professional experience in the field(s) of regional development, development financing, public investment management, setting up systems for absorption of cohesion funds
Leadership/management experience (section 2.2.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	Each expert with 5 years of professional experience (in total) outside Ukraine in the mentioned-above fields (specific professional experience) (5 out of a possible 10 points) and/or issues related to Chapter 22 of the EU Acquis (5 out of a possible 10 points)
Professional experience in the country/ region of assignment section 2.2.7 of the assessment grid):	<i>Not applicable</i>
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.2.9 of the assessment grid):	<i>Not applicable</i>

Expert 3: Expert Pool 2 (with national experience) with up to 30 experts (section 2.3 of the assessment grid)

In derogation from the number of experts mentioned above, 1 CV must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of this exemplary CV.

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Experts shall be assigned under this expert pool only after consultation with and approval by EU4R.

EU4R retains the right to suggest and/or require specific experts to be assigned under this expert pool.

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, EU4R must confirm before the assignment that their qualifications are equivalent to those of the experts proposed in the tender.

Tasks of the Expert Pool 2 (with national experience)

Performing capacity building measures in the sphere of planning and management of reconstruction investments; provision of engineering and project development support for the production of solid documentation needed for obtaining decision for financing (this might include preparation of local developments strategies, mid-term investment plans, definition of project scope and preparation of pre-feasibility studies.

Education/training (section 2.3.1 of the assessment grid):	Each expert with a Bachelor's degree (or equivalent) in any field
Language (section 2.3.2 of the assessment grid):	Each expert with knowledge of Ukrainian, C2-level in the Common European Framework of Reference for Languages (5 out of a possible 10 points) and knowledge of English, B2-level in the Common European Framework of Reference for Languages (5 out of a possible 10 points)
General professional experience (section 2.3.3 of the assessment grid):	Each expert with 5 years of professional experience (in total) in capacity development of local authorities and/or advising local authorities
Specific professional experience (section 2.3.4 of the assessment grid):	Each expert with 5 years of professional experience in preparation and structuring of projects, development of strategic planning (inc. spatial) documentation
Leadership/management experience (section 2.3.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	<i>Not applicable</i>
Professional experience in the country/ region of assignment (section 2.3.7 of the assessment grid):	Each expert with 5 years of professional experience in Ukraine

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Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.2.9 of the assessment grid):	<i>Not applicable</i>

Expert 4: Expert Pool 3 (with international experience) with up to 10 experts (section 2.4 of the assessment grid)

In derogation from the number of experts mentioned above, 1 CV must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of this exemplary CV.

Experts shall be assigned under this expert pool only after consultation with and approval by EU4R.

EU4R retains the right to suggest and/or require specific experts to be assigned under this expert pool.

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, EU4R must confirm before the assignment that their qualifications are equivalent to those of the experts proposed in the tender.

Tasks of the Expert Pool 3 (with international experience)

Performing content-related activities under all WPs requiring significant experience – i.e. providing high-quality legal and policy advice on enhancement of construction sector regulations, alignment them with the EU and international standards, ensuring transparency and better access to market of services and goods in construction sector.

Qualifications of the Expert Pool 3

Education/training (section 2.4.1 of the assessment grid):	Each expert with a Master's degree (or equivalent) in any field
Language (section 2.4.2 of the assessment grid):	Each expert with knowledge of English at C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	Each expert with 10 years of professional experience in advisory work and/or capacity development
Specific professional experience (section 2.4.4 of the assessment grid):	Each expert with 10 years of professional experience in the field of construction, deregulation of construction sector, alignment of construction sector regulations with EU acquis and international standards.
Leadership/management experience section 2.4.5 of the assessment grid):	<i>Not applicable</i>

International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Each expert with 5 years of professional experience outside Ukraine in the mentioned-above fields (specific professional experience)
Professional experience in the country/ region of assignment (section 2.4.7 of the assessment grid):	<i>Not applicable</i>
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.4.9 of the assessment grid):	<i>Not applicable</i>

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate overview table preceding the CVs.

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.

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 trips*	Number of national trips*
Expert 1: Team Leader with international experience	180	20	200	No	10	0
Expert 2: Expert Pool 1 (with international experience) with up to 10 experts	210	40	250	No	15	0
Expert 3: Expert Pool 2 (with national experience up to 30 experts)	0	1300	1300	N/A	0	40
Expert 4: Expert Pool 3 (with international experience) with up to 10 experts	210	40	250	No	15	0

**Ukraine closed its entire airspace to all civil traffic and domestic flights within Ukraine are therefore not permitted (as of date of writing). This might change at some later point and remains therefore subject to change during project implementation.*

5.2 National administrative staff

The contractor will have to provide one local administrative expert for 10 months to organise and coordinate workshops, meetings, events and study tours as agreed with the contracting authority.

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 which enables carbon offsets to 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.

5.3.2 Travel expense requirements

Travel expense budget: EUR 67,360 EUR

Budget for CO₂ offsets for flights: EUR 2,500

An unalterable budget for CO₂ offsets for settlement against evidence is specified.

As the number and duration of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all trips in country of residence and abroad for all experts is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs (note that international flights at present include a train journey to/from an airport in a country neighbouring Ukraine)

The costs are reimbursed as a lump sum (per-diem allowances 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 the reimbursement of travel expenses (see <https://www.bundesfinanzministerium.de>), or on presentation of evidence (airfares and other main transport costs).

Notes on the settlement of accommodation allowances in Ukraine:

- Accommodation allowances up to 75% (EUR 135.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed on a lump-sum basis.
- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement (EUR 135.01 – EUR 180.00) will be reimbursed in the amount evidenced.

- Accommodation allowances that unavoidably exceed the maximum amount permissible under tax law as stipulated in the BMF circular on travel expense reimbursement (EUR 180.00) (e.g. due to security requirements) can only be settled against evidence on presentation of a written individual justification.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

Not applicable.

All experts approved by GIZ must have their own equipment for their work with them. This includes laptops and other electronic devices required to perform their duties.

Made available free of charge by GIZ for the duration of the contract.

Premises for the contractor's staff will be provided by EU4R in Kyiv. This includes office furniture, printing/photocopying/scanning facilities and operating costs (e.g. electricity, internet).

5.5 Operating costs in the country of assignment

Not applicable, as operating costs will be covered by EU4R (e.g. utilities). No vehicle related costs are anticipated.

5.6 Workshops, education and training

Workshop budget: EUR 160,000

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Moderation services (when such services are not provided by experts under the contract)
- Translation/interpreting services
- Catering
- Workshop materials

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- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

Please note that the heading "workshops" is to be understood widely, thus including, for example, international/national forums, consultations/round tables, presentations, and international study visits/expert exchanges.

5.7 Local contributions

Not applicable

5.8 Other costs

Security budget: EUR 25,000

The fixed, unalterable budget above is earmarked for costs related to the contractor ensure security of its staff in-country (see 2.5 and 3.3.4 above). Examples of individual cost items could include appropriate training and contingencies for evacuation.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 110,000

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 3.3.5.7 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 **30 pages** (not including the cover page, list of abbreviations, table of contents, and CVs for backstoppers). 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 4 of the ToRs shall be in the Europass format (preferred, but not necessarily a strict requirement). In any case, each CV must be **limited to four pages** and be composed in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long 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
- 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 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

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Nature and scope: While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services: The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.2 can be considered only as an alternative to the option in 7.1.

8. Annex A

- EU4Reconstruction – Extract from the Description of Action