**Terms of Reference for a**

**Senior Consultant for Strategic Planning and Capacity Development of the State Agency for Restoration and Infrastructure Development of Ukraine**

**Background and context**

The European Union (EU), together with Denmark, Germany, France and Lithuania, launched EU4Reconstruction, a €37 million Team Europe Initiative that unites the strength, experience and solidarity of the EU to support Ukraine’s ongoing recovery and reconstruction.

The initiative aims to strengthen governance, improve public investment management, and enhance coordination across levels of government, with a strong emphasis on EU values. The TEl is to be divided into two parallel streams; one stream will gather the Ministry of Foreign Affairs of Denmark (Lead Organisation) and CPVA (Partner Organisation), and the second stream will be composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation).

EU4Reconstruction will reinforce the leadership of the Ministry for Communities and Territories Development, strengthen the State Agency for Reconstruction and Development of Infrastructure (SARDI), empower local governments to manage reconstruction professionally and sustainably, and support civil society and independent media to play an active role in oversight, ensuring public trust and reducing corruption risks

The Programme will strengthen the policy dialogue around reconstruction and recovery and will focus in particular on the governance of public investment management, public infrastructure management at national, regional and local levels and how to link this with necessary capacity development to make the system work. Part of this process will ensure that the stakeholders in the programme and their policy and regulatory setup are prepared for EU accession. This will, in particular, ensure resources are allocated effectively, transparently, accountably and with broad inclusion in infrastructure planning and execution, reflecting the subsidiarity principle.

This assignment concerns stream 2 where Denmark has the lead on programme implementation of specific objectives related to the State Agency for Reconstruction and Development of Infrastructure (SARDI), with inputs from Lithuania.

**Objective**

Support an effective launch of the program in terms of strengthening SARDI's capacity for strategic planning, institutional development and coordination with partners.

**Scope of work:**

The scope of work of the assignment includes different tasks, including, but not necessarily limited to:

* Providing inputs to the work plan of the Program after consultation with national and international partners, government and IFOs.
* EU4Reconstruction Workstream 2 Strategy and Operational plan to support of transformation and development of SARDI based on the review and consolidated findings and recommendations from existing surveys, studies and assessments. Ensure of complementarity of documents with other donor-supported initiatives and government, avoiding duplication of support efforts.
* Providing high-level advice to program management on cooperation and capacity building of SARDI
* Providing high-level advice to the Head of SARDI and his deputies on strategic planning and organizational development.
* Ensure close cooperation with other international partners of EU4R as the new program is taking shape.

**Expected deliverables:**

* implemented activities, as defined in the scope of work
* analytical notes, presentations, memos, peer-review as agreed with the SARDI and the EU4Reconstruction
* interventions during working-level meetings, working groups, public event (if needed) to present findings and analysis of the projects and activities implementation,
* written reports on the results of the work and developed documents or activities held,
* providing relevant capacity building activities,
* other deliverables as agreed upon with the Agency and the EUACI.

Written deliverables should be in Ukrainian and English languages unless agreed otherwise with the EUACI.

**Regular Deliverables**

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| --- | --- | --- | --- |
| **#** | **Deliverable/Output** | **Target Timeline/Due Dates** | **Review/Approval** |
| 1 | Output-based work plans, indicate the timing and estimated input of working hours for carrying out jointly agreed activities. | First week  | EU4R leadership |
| 2 | Progress Reports, summarising the progress made and results achieved over the period, and the Consultant’s recommendations for future actions. | Monthly | EU4R leadership |
| 3 | Invoices and signed timesheets, summarising actual days worked and expenses incurred with reference to the agreed work plans. | Monthly | EU4R leadership |

**Specific Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Deliverable/Output** | **Target Timeline/Due Dates** | **Review/Approval** |
| 1 | Drafting workplan for Component SARDI  | September 30 2025 | EU4R leadership |
| 2 | EU4Reconstruction WorkStream 2 Strategy and Operational plan to support of transformation and development of SARDI based on the review and consolidated findings and recommendations from existing surveys, studies and assessments  | November 30 2025 | EU4R leadership |

**Timeline and budget**

The intended commencement date is the date of signature of the contract with the consultant and the period of implementation of the contract will be 4 months, with a start in September 2025, including not less than 32 working days.

The maximum budget available for this assignment is up to **13 000 EUR.**

**Requirements to the Service Provider**

The contract will be awarded to the consultant meeting the following criteria:

## General qualifications:

1. a minimum of a Master’s degree in law, finance, economics, social sciences, public administration, or similar field is required,
2. development of stratiegic and policy documents for the national level with at least 5 years of experience
3. at least 7 years of cumulative experience in management positions in governmental and international organizations.
4. excellent written and oral communication skills,
5. fluency in Ukrainian is required;
6. ability to speak and write in English language is required.

## Adequacy for the assignment:

1. a minimum of 7 years of professional experience working with infrastructure, public policy and government;
2. at least 5 years of professional experience of cooperation with (working within) the public sector under capacity building projects covering good governance, construction, risk management, international organizations or programs;
3. proven experience in cooperation with stakeholders in national government, development partners and IFOs;
4. experience in guiding partners effectively through planning and implementation processes.

**Monitoring and evaluation:**

Definition of indicators

The performance of the contractor will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the sections "Objective" and "Expected Deliverables" herein respectively.

Special requirements

By signing the contract, the contractor (and its representatives) agree to hold in trust and confidence any information or documents ("confidential information"), disclosed to the contractor or discovered by the contractor or prepared by the contractor in the course of or as a result of the implementation of the contract, and agrees that it shall be used only for the purposes of the contract implementation and shall not be disclosed to any third party without EU4Reconstruction authorization.

The contractor reports to the Head of the Agency and the EU4Reconstruction. The contractor shall de-brief the EU4Reconstruction prior to finalizing the assignment. Regularly planning and reporting sessions with the representative of the Agency and EU4Reconstruction are expected.

**Bidding Details**

The bidder must submit the following information to be considered:

1. The CV (no more than three pages long) that should include a description of the previous relevant assignments, and key duties on this assignment.
2. A budget for the services in EUR, inclusive of all taxes or other such charges with a calculation of 32 working days, and information about the level of daily fees. (Annex 1)

If these documents are not submitted in line with the request above, the bid will not be considered.

**The contract budget cannot exceed 13,000 EUR.**

**How to apply**

The deadline for submitting the proposals is **04 September 2025, 18:00 Kyiv time.**

The proposals shall be submitted within the above deadline to **euaci@um.dk** **with copy to** **tarslu@um.dk**, indicating the subject line “Senior Strategic Consultant EU4Rec\_*Name*”.

**Bidding language: English**

Any clarification questions for the bid request should be addressed to tarslu@um.dk, no later than **27 August 2025, 18:00** Kyiv time.

To ensure your documents were successfully received, please check that you receive an auto-reply from our system. If your application is properly received, you will receive an auto-reply from the EUACI mailbox.

**If you don’t receive an auto-reply, your application was not received, please try again or contact.**

**Evaluation criteria**

Bids will be evaluated under the criteria provided below:

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| **#** | **Criteria** | **Weight** |
| 1 | Portfolio of completed assignments  | 20% |
| 2 | Relevant experience, skills and competencies | 60% |
| 3 | Proposed budget | 20% |