

Terms of Reference

Advisor to the Mayor on Strategic Planning and Public Investment Management Support in Mykolaiv

1. BACKGROUND AND CONTEXT

The EU4Reconstruction. 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 Team Europe Initiative is divided into two parallel and communicating streams; one stream will be composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation) and the other will gather the Ministry of Foreign Affairs of Denmark (Lead Organisation) and CPVA (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 specific output of **Stream 2 of the EU4Reconstruction programme, namely "Capable larger cities have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner"**.

Ukrainian cities require a comprehensive transformation of their approaches to strategic planning, development management, and performance monitoring. As a result of the war, significant demographic shifts, and growing reconstruction needs, municipalities face challenges that demand professional support to update their strategies, define investment priorities, and modernize governance systems to meet the principles of the Public Investment Management reform.

Additionally, there is an urgent need for high-level expert assistance to strengthen municipal ownership practices and corporate governance of municipally owned enterprises, particularly those responsible for critical infrastructure services such as water supply and wastewater services, district heating, and municipal transport. Ensuring professional, transparent, and accountable governance of these enterprises is a key enabler for effective recovery and reconstruction, as well as an essential condition for improving service continuity, financial sustainability, and investment readiness at the local level. This transformation aims to clarify the roles and responsibilities of the owner, supervisory boards, and executive management; reduce fragmentation and undue political interference in operational decision-making; and establish effective mechanisms for oversight, accountability, and integrity.

The introduction of modern corporate governance practices such as ownership policies, supervisory board frameworks, performance management systems (including KPIs), internal control and compliance mechanisms, and regular reporting and assessment procedures will enable municipalities to improve the performance and resilience of municipal enterprises and to manage reconstruction-related investments more effectively.

By applying measurable performance indicators, transparent reporting, and risk management tools, municipalities will be better positioned to meet the expectations of citizens, donors, and partners, build public trust, and ensure the efficient use of resources in delivering recovery and infrastructure modernisation projects.

2. OBJECTIVE

The objective of this assignment is to support the comprehensive transformation of Mykolaiv City Council's approaches to strategic management, public investment management, and corporate governance of municipal enterprises, in line with EU priorities, international standards, and national legislation.

The Advisor provides strategic advisory on Strategic Planning and Public Investment Management Support in Mykolaiv, acting on behalf of the EU4Reconstruction project. The Advisor provides strategic and methodological advice to the Mayor in the areas of strategic planning and management, public investment management at the local level, and the strengthening of corporate governance practices, particularly for municipally owned enterprises delivering critical infrastructure services, including water supply and wastewater, district heating, and municipal transport.

In carrying out these functions, the Advisor works in close cooperation with the EU4Reconstruction team in Kyiv and with the Mykolaiv City Council, ensuring that the support provided under the project is well coordinated, aligned with EU4Reconstruction mandate, and adapted to the local context.

The Advisor will be based in Mykolaiv.

3. SCOPE OF WORK

The scope of work covers all activities required to achieve the objective outlined above. Advisor's support will be based on the expert inputs provided by the EU4reconstruction project and is organized across the following output areas:

1. Strengthening the city's strategic planning and management capacity

The Advisor will provide advisory support to enhance the City Council's capacity for strategic planning and management

This will include:

- Advising on the development and operationalisation of the Mykolaiv Development Strategy;
- Supporting the integration of evidence-based analysis into decision-making processes;
- Promoting the use of results-based management approaches, including the introduction of structured monitoring systems;
- Advising on the establishment of institutional arrangements and processes for strategy implementation and coordination across departments;
- Supporting the integration of strategic planning with budgeting and investment planning processes;
- Facilitating the incorporation of analytical inputs and recommendations provided by EU4Reconstruction experts into the city's strategic management practices.

2. Establishment of a municipal system for Public Investment Management (PIM)

The Advisor will provide advisory support for the introduction and institutionalisation of a Public Investment Management (PIM) system within the Mykolaiv City Council.

This will include:

- Advising on the design of a municipal PIM framework, aligned with national legislation and EU principles;
- Supporting the development of procedures for project identification, prioritisation, appraisal, selection, and monitoring;
- Promoting the integration of PIM with the city's strategic planning and budgeting processes;
- Supporting the development of a pipeline of priority investment projects, including guidance on pre-feasibility analysis in cooperation with EU4Reconstruction experts;
- Advising on strengthening the city's capacity to mobilise and manage investment financing, including engagement with national and international financial institutions;
- Facilitating the transfer and application of methodologies and tools provided by EU4Reconstruction and external experts.

3. Introduction of corporate governance practices for municipally owned enterprises

The Advisor will provide support for strengthening corporate governance practices in municipally owned enterprises, particularly those delivering critical infrastructure services.

This will include:

- Advising on the introduction of corporate governance frameworks in line with international standards (including OECD principles) and national legislation;
- Supporting the development of strategic and business planning practices within municipal enterprises;
- Facilitating the integration of recommendations and tools developed by EU4Reconstruction experts and international partners.

The Advisor should closely coordinate activities in this sphere with the Integrity Support Office of Mykolayiv City Council established by EUACI.

Across all areas, the Advisor will:

- Act as a trusted adviser to the Mayor and the City Council, without assuming formal management functions;
- Ensure close coordination and continuous communication with the EU4Reconstruction team and engaged experts;
- Support the adaptation and practical application of international expertise to the local context;
- Promote institutional capacity building and knowledge transfer within the city administration.

4. DELIVERABLES

The scope of work described above reflects the advisory and facilitative role of the Advisor, acting on behalf of the EU4Reconstruction project. The specific deliverables and outputs will be refined in consultation with EU4Reconstruction and the Mykolaiv City Council, and may evolve in response to implementation needs.

The Advisor will provide the following regular deliverables:

- **Monthly progress reports**, summarising activities carried out, progress achieved, key results, and any challenges encountered. These reports shall be submitted to EU4Reconstruction for approval within five (5) working days after the end of each reporting month;
- **Invoices and signed timesheets**, detailing the actual days worked and eligible expenses incurred, in accordance with the agreed work plan. These shall be submitted on a monthly basis together with the progress reports.

In addition, the Advisor will contribute to a range of analytical and advisory outputs, which may include, but are not limited to:

- **Written and/or oral advisory inputs** to the Mayor on matters outlined in the Scope of Work;
- **Drafting and reviewing local regulatory and policy documents** required to support the implementation of reforms and initiatives described in the Scope of Work;
- Preparation of **analytical notes, policy briefs, presentations, and factsheets** to support decision-making, stakeholder engagement, and communication;
- **Contributions to strategic, policy, and methodological documents** developed in cooperation with EU4Reconstruction experts and partners.

All deliverables shall be prepared in a format and language agreed with EU4Reconstruction.

5. REPORTING AND MANAGEMENT

The Advisor operates on behalf of the EU4Reconstruction project and performs the assignment in close cooperation with the EU4Reconstruction team. EU4Reconstruction provides overall guidance and oversight of the assignment to ensure alignment with project objectives, agreed scope of work, and applicable standards.

EU4Reconstruction's involvement includes, but is not limited to:

- Review and approval of deliverables, including monthly progress reports and other outputs;
- Provision of strategic guidance and feedback on advisory inputs and proposed interventions;
- Coordination with the Advisor and relevant stakeholders to ensure alignment with project priorities and local needs.

The performance of the Advisor will be subject to a periodic performance review, conducted by EU4Reconstruction in consultation with the Mayor or designated representatives of the Mykolaiv City Council. This may include an annual performance evaluation or other appropriate assessment methods, focusing on the quality of advisory support, results achieved, and contribution to the project objectives.

6. PAYMENTS

Payments shall be made on a monthly basis. The Advisor will be remunerated by EU4Reconstruction in accordance with the daily rate specified in the contract.

The monthly payment will be calculated based on:

- the actual number of working days dedicated to the assignment; and
- any eligible and duly documented expenses, in line with EU4Reconstruction policies.

Each payment is subject to:

- submission of a monthly progress report, summarising activities performed and results achieved;
- submission of a timesheet indicating the number of days worked;

- submission of an invoice and payment request, in accordance with EU4Reconstruction templates; and
- review and approval by EU4Reconstruction of the submitted documentation.

EU4Reconstruction will cover duty travel-related expenses in accordance with its applicable travel policy.

7. KNOWLEDGE, SKILLS AND ABILITIES

- Strong knowledge of public administration and local governance systems, including central, regional, and municipal levels, as well as relevant regulatory frameworks in Ukraine;
- In-depth understanding of strategic planning and management, including results-based approaches, monitoring systems, and their integration with budgeting and decision-making processes;
- Solid expertise in Public Investment Management (PIM), including project preparation, appraisal, prioritisation, and links to public finance and investment planning;
- Good understanding of corporate governance principles, particularly in relation to municipally owned enterprises and the provision of critical infrastructure services, in line with international standards and national legislation;
- Proven experience in providing high-level strategic and policy advice, preferably in cooperation with international organisations, donor-funded programmes, or technical assistance projects;
- Strong analytical skills, with the ability to interpret complex information and translate it into practical recommendations and advisory outputs;
- Excellent communication and interpersonal skills, including the ability to engage effectively with senior government officials, international partners, and a wide range of stakeholders in a complex political and institutional environment;
- Proven ability to work collaboratively with multidisciplinary teams, including international experts, and to facilitate the integration of external expertise into local processes;
- Strong organisational and time management skills, with the ability to deliver high-quality outputs within agreed timelines and reporting requirements;
- High level of professionalism, integrity, and ethical standards, including the ability to handle sensitive information and maintain credibility in an advisory role;
- Resilience and ability to work under pressure, including managing competing priorities and adapting to evolving project needs and external conditions;
- Fluency in Ukrainian is required; good command of English is required for effective communication with international partners and preparation of bilingual deliverables.

8. QUALIFICATIONS

- Master's degree in Public Administration, Economics, Political Science, Law, Urban/Regional Development, or another relevant field demonstrating the capacity to perform the duties and responsibilities outlined in this Terms of Reference;

- At least 4 years of professional experience in strategic advisory, public sector reform, or project implementation in cooperation with local self-government, preferably in areas such as strategic planning, public investment management, or governance reform;
- Experience working with international organisations, donor-funded programmes, or technical assistance projects will be considered an asset;
- Demonstrated experience in supporting or advising municipal or regional authorities in policy development, institutional strengthening, or reform processes will be considered an advantage.

9. BUDGET AND CONTRACT DURATION

The maximum budget available for this assignment is up to EUR 24,000. This amount includes the Advisor's fee (up to 86 EUR per day (8 working hours), subsistence allowance and travel expenses, as well as other project-related costs, such as printing (up to 2 328 EUR).

The contract period is expected to run for 12 months. The Advisor is expected to provide services, up to 21 working days per calendar month, with a maximum of 252 working days over the duration of the contract, including up to 10 working days allocated for business travel.

10. EVALUATION CRITERIA

Candidates will be evaluated in accordance with the criteria provided below:

№	Criteria	Weight
1	Financial proposal (budget)	20%
2	Professional qualifications, experience (CV)	40%
3	Motivation (motivation letter)	40%

The evaluation will focus primarily on the candidate's relevant professional experience, expertise in strategic planning, public investment management, and governance reforms, as well as their ability to perform the advisory role described in this Terms of Reference.

11. HOW TO APPLY

Interested candidates are invited to submit the following documents:

- Completed [Annex 1](#), including CV
- Financial proposal, indicating the proposed fee [Annex 2](#);
- Short motivation letter (maximum 3 pages in Ukrainian or English)
- Contact details of at least two referees.

Applications shall be submitted by email to eu4r@um.dk, with a copy to tetbar@um.dk, and maksym@um.dk, indicating the subject line: "Advisor_Mykolaiv_NAME".



Incomplete applications or those not submitted in accordance with the instructions above will not be considered.

The deadline for submission is **30 April 2026, 18:00 (Kyiv time)**.

Requests for clarification may be sent to eu4r@um.dk, with a copy to tetbar@um.dk and maksym@um.dk no later than 27 April 2026, 18:00 (Kyiv time).

Please note that the name of the selected candidate will be published on the EU4Reconstruction (EUACI) website.

Working language for the application: **English**.