

## **Terms of Reference**

### **Advisor on Strategic Planning and Public Investment Management Support in Dnipro**

#### **General Background**

**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 are undergoing an unprecedented period of recovery and transformation, requiring municipalities to strengthen their institutional capacities in strategic planning, governance, and investment management. In the context of war-related destruction, demographic changes, infrastructure pressures, and increasing reconstruction needs, cities such as Dnipro must modernise their approaches to urban development management in line with European standards and best practices.

At the same time, Ukraine is advancing comprehensive reforms in public administration and Public Investment Management (PIM), creating a need for stronger local-level capacities to plan, prioritise, finance, implement, and monitor public investments in a transparent, efficient, and accountable manner. Municipalities are expected to align local development strategies and investment portfolios with national recovery priorities, medium-term budgeting frameworks, and donor-supported reconstruction initiatives.

This requires improved institutional systems for strategic planning, evidence-based decision-making, project prioritisation, performance monitoring, and interdepartmental coordination.

In this context, Dnipro seeks to strengthen its governance system and institutional capacities to better respond to current recovery challenges and to support long-term sustainable development. Particular attention is required to improve municipal governance practices in accordance with EU principles of transparency, accountability, efficiency, participation, and results-oriented management. Strengthening these capacities will enable the municipality to more effectively coordinate reconstruction efforts, attract investments, cooperate with international partners, and deliver quality public services to residents.

An important component of this transformation is the introduction of modern corporate governance practices in municipally owned enterprises, especially those responsible for critical infrastructure and essential public services such as water supply and wastewater management, district heating, waste management, and municipal transport. Many municipal enterprises continue to operate under governance models that limit strategic oversight, operational efficiency, financial sustainability, and investment readiness. Strengthening municipal ownership practices and corporate governance frameworks is therefore essential for ensuring resilient and effective service delivery during recovery and reconstruction.

The reform process aims to establish clearer roles and responsibilities between the municipality as owner, supervisory boards, and executive management of municipal enterprises; strengthen transparency and accountability mechanisms; reduce undue political interference in operational management; and introduce modern systems for performance management, internal control, compliance, and risk management. The introduction of ownership policies, supervisory board frameworks, KPI-based performance monitoring, and regular reporting procedures will support better management of municipal assets and reconstruction-related investments.

By strengthening strategic planning systems, improving local public investment management capacities, and introducing modern governance standards in municipal enterprises, Dnipro aims to enhance the overall effectiveness, resilience, and transparency of its governance system in line with EU best practices in city management and local governance.

## **Objective**

The objective of this assignment is to support the strengthening and modernisation of the governance system of Dnipro through enhanced strategic planning and management, improved public investment management at the local level, and the introduction of modern corporate governance practices in municipally owned enterprises, in line with EU priorities, international standards, and national reform frameworks.

Acting on behalf of the EU4Reconstruction programme, the Advisor will provide high-level strategic, methodological, and institutional support to the Dnipro City Council in the areas of:

- strategic planning and performance-oriented city management;
- strengthening local public investment management systems and investment prioritisation mechanisms;
- improving institutional capacities for recovery and reconstruction management;

- supporting the introduction of modern corporate governance practices in municipal enterprises, particularly those responsible for critical infrastructure and essential public services, including water supply and wastewater management, district heating, and municipal transport.

The assignment aims to enhance the capacity of the municipality to plan, coordinate, implement, and monitor development and reconstruction priorities in a transparent, efficient, accountable, and investment-oriented manner, while aligning municipal governance practices with EU best practices in city management and local governance.

In carrying out these functions, the Advisor will work in close cooperation with the EU4Reconstruction team in Kyiv and with the Dnipro City Council to ensure that the support provided under the programme is well coordinated, adapted to the local context, and aligned with the objectives and mandate of EU4Reconstruction.

The Advisor will be based in Dnipro.

### **Scope**

The scope of work covers all activities necessary to support the strengthening and modernisation of the governance system of Dnipro in the areas of strategic planning and management, public investment management, and corporate governance of municipally owned enterprises. The Advisor's support will build on the expertise, methodologies, and technical assistance provided under the EU4Reconstruction programme and will be structured around the following areas of work:

#### **1. Strengthening Strategic Planning and City Management Capacities**

The Advisor will provide strategic and methodological support to enhance the capacity of the Dnipro City Council in the areas of strategic planning, development management, and performance-oriented governance.

This will include:

- Advising on the development, implementation, and operationalisation of the city development strategy and related planning documents;
- Supporting the introduction of integrated and evidence-based approaches to strategic planning and decision-making;
- Promoting results-oriented management practices, including the development of monitoring, reporting, and performance assessment systems;
- Advising on institutional arrangements, coordination mechanisms, and governance processes required for effective strategy implementation across departments and municipal entities;
- Supporting the integration of strategic planning with budgeting, investment planning, and recovery programming processes;
- Facilitating the practical application of methodologies, analytical inputs, and recommendations provided by EU4Reconstruction experts and international partners;
- Supporting institutional capacity building and knowledge transfer within the city administration related to modern city management practices aligned with EU standards.

## 2. Strengthening Local Public Investment Management (PIM) Systems

The Advisor will support the establishment and institutionalisation of a municipal Public Investment Management (PIM) system within the Dnipro City Council in line with national reforms and international best practices.

This will include:

- Advising on the design and implementation of a municipal PIM framework aligned with national legislation, reconstruction priorities, and EU principles;
- Supporting the development of procedures and institutional arrangements for project identification, preparation, prioritisation, appraisal, selection, implementation, and monitoring;
- Promoting the integration of public investment management processes with strategic planning, budgeting, and capital investment programming;
- Supporting the development and management of a pipeline of priority recovery and development projects;
- Advising on approaches to project preparation, including pre-feasibility and investment readiness assessments, in cooperation with EU4Reconstruction experts;
- Supporting the strengthening of municipal capacities to attract, coordinate, and manage investment financing from national and international sources;
- Facilitating the transfer and practical application of tools, methodologies, and guidance developed under EU4Reconstruction and by external experts.

## 3. Strengthening Corporate Governance of Municipally Owned Enterprises

The Advisor will support the introduction and strengthening of modern corporate governance practices in municipally owned enterprises, particularly those responsible for critical infrastructure and essential public services.

This will include:

- Advising on the development and implementation of corporate governance frameworks in line with international standards, including OECD principles, and applicable Ukrainian legislation;
- Supporting the clarification of roles, responsibilities, and accountability mechanisms between the municipality as owner, supervisory bodies, and executive management of municipal enterprises;
- Advising on the establishment and strengthening of governance mechanisms such as supervisory boards, ownership policies, performance management systems, internal control procedures, compliance mechanisms, and internal audit functions;
- Supporting the introduction of strategic, operational, and business planning practices within municipal enterprises;
- Promoting transparency, accountability, operational efficiency, financial sustainability, and investment readiness of municipal enterprises;
- Supporting the development of monitoring and reporting practices, including KPI-based performance assessment systems;
- Facilitating the incorporation of recommendations, methodologies, and tools provided by EU4Reconstruction experts and international partners into municipal governance practices.

#### 4. Coordination, Advisory, and Capacity-Building Functions

Across all areas of work, the Advisor will:

- Act as a strategic and trusted adviser to the Dnipro City Council without assuming formal managerial or decision-making functions;
- Ensure regular coordination and communication with the EU4Reconstruction team and engaged experts;
- Support the adaptation and practical implementation of international expertise and best practices to the local institutional context;
- Facilitate cooperation between municipal departments, municipal enterprises, and external stakeholders involved in recovery and development processes;
- Promote institutional learning, capacity building, and knowledge transfer within the city administration and municipal enterprises;
- Contribute to strengthening the overall governance capacity of the municipality in line with EU approaches to urban governance, recovery management, and public administration reform.

#### **Deliverables**

The deliverables described below reflect the advisory, coordination, and facilitative nature of the assignment implemented on behalf of the EU4Reconstruction programme. Given the strategic and adaptive character of the support, the precise scope and content of specific outputs may be further refined and adjusted during implementation in consultation with EU4Reconstruction and the Dnipro City Council, depending on evolving institutional needs and reform priorities.

The Advisor shall provide the following regular deliverables:

- Monthly progress reports summarising activities implemented, meetings held, advisory support provided, progress achieved, key issues identified, and recommendations for further actions. The reports shall also include an overview of coordination with EU4Reconstruction experts and stakeholders. Reports shall be submitted to EU4Reconstruction for review and approval no later than five (5) working days after the end of each reporting month;
- Monthly invoices and signed timesheets indicating the actual days worked and eligible expenses incurred in accordance with the agreed workplan and contractual arrangements. These documents shall be submitted together with the monthly progress reports.

In addition, the Advisor shall contribute to and support the preparation of a range of strategic, analytical, methodological, and advisory outputs, which may include, but shall not be limited to:

- Written and oral strategic advisory support to the leadership of the Dnipro City Council on matters related to strategic planning, public investment management, municipal governance, recovery planning, and corporate governance reform;
- Drafting, reviewing, and providing recommendations on local policies, regulatory acts, internal procedures, governance frameworks, and institutional arrangements required for the implementation of reforms and initiatives covered under the Scope of Work;
- Preparation of analytical notes, policy briefs, presentations, concept papers, factsheets, and other communication or decision-support materials;

- Contributions to the development and implementation of strategic, methodological, and policy documents prepared jointly with EU4Reconstruction experts, international partners, and municipal stakeholders;
- Advisory inputs to the establishment and operationalisation of systems and tools related to strategic management, monitoring and evaluation, public investment management, and corporate governance practices;
- Support to stakeholder consultations, coordination meetings, workshops, working groups, and institutional capacity-building activities organised within the framework of the assignment;
- Contributions to the adaptation and practical implementation of international and EU best practices within the governance system of the Dnipro City Council and municipally owned enterprises.

All deliverables shall be prepared in the format, language, and level of detail agreed with EU4Reconstruction and in accordance with applicable reporting and communication requirements of the programme.

### **Budget and timeframe**

The maximum budget available for this assignment is up to **EUR 24,000**. This amount includes: professional fees for the Advisor, with an expected maximum daily fee of EUR 90; and travel costs of up to EUR 2,000, to be reimbursed in accordance with the applicable Ministry of Foreign Affairs (MFA) travel rules and regulations.

The assignment is expected to be implemented over a period of twelve (12) months. The Advisor is expected to provide services with an indicative workload of up to twenty-one (21) working days per calendar month and a maximum of two hundred fifty-two (252) working days over the duration of the contract. The total allocation may include up to ten (10) working days dedicated to duty travel related to the assignment.

The Advisor shall be remunerated on the basis of a daily fee rate as specified in the contract with EU4Reconstruction. Payments will be made on a monthly basis and will be calculated based on:

- the actual number of working days dedicated to the assignment and confirmed through approved timesheets; and
- eligible and duly documented assignment-related expenses, where applicable and agreed in advance, in accordance with EU4Reconstruction policies and procedures.

Each payment shall be subject to:

- submission of a monthly progress report describing activities implemented, outputs delivered, progress achieved, and key issues identified;
- submission of a signed monthly timesheet indicating the number of days worked;
- submission of an invoice and payment request in accordance with EU4Reconstruction reporting templates and contractual requirements; and
- review and approval of the submitted documentation by EU4Reconstruction.

Duty travel approved within the framework of the assignment shall be reimbursed by EU4Reconstruction in accordance with the applicable travel and reimbursement policies of the programme.

### **Reporting and management**

The Advisor shall operate on behalf of the EU4Reconstruction project and implement the assignment in close coordination with the EU4Reconstruction team and the Dnipro City Council. EU4Reconstruction will provide overall strategic guidance, coordination, and oversight of the assignment to ensure consistency with project objectives, agreed priorities, applicable standards, and the evolving needs of the municipality.

The Advisor shall maintain regular communication with the EU4Reconstruction team and relevant representatives of the Dnipro City Council regarding the planning, implementation, and progress of activities under the assignment.

EU4Reconstruction will be responsible for:

- providing overall supervision and coordination of the assignment;
- reviewing and approving deliverables, including monthly progress reports, timesheets, and other outputs prepared under the assignment;
- providing strategic guidance and methodological feedback on advisory inputs, proposed interventions, and reform-related activities;
- facilitating coordination between the Advisor, municipal stakeholders, international experts, and other relevant partners involved in the implementation of the programme;
- ensuring that the support provided under the assignment remains aligned with the objectives and priorities of EU4Reconstruction and responsive to local institutional needs.

The Dnipro City Council shall facilitate the Advisor's work by ensuring appropriate coordination with relevant municipal departments, municipal enterprises, and designated focal points, as necessary for the implementation of the assignment.

The Advisor's performance shall be subject to periodic review by EU4Reconstruction in consultation with the Mayor and/or designated representatives of the Dnipro City Council. The performance assessment may include annual or interim evaluations and will focus on:

- the quality and relevance of advisory support provided;
- progress achieved against the objectives and scope of work;
- effectiveness of coordination and stakeholder engagement;
- contribution to institutional capacity building and reform implementation; and
- overall contribution to the objectives of the EU4Reconstruction programme.

Any adjustments to the scope, priorities, or implementation modalities of the assignment may be agreed between EU4Reconstruction and the Advisor in consultation with the Dnipro City Council, where necessary to respond to evolving project and municipal needs.

The Advisor is expected to demonstrate the following knowledge, skills, and professional competencies relevant to the implementation of the assignment:

### **Knowledge, Skills, and Competencies**

- Strong knowledge of public administration, decentralisation, and local governance systems in Ukraine, including institutional arrangements at national, regional, and municipal levels, as well as the applicable legal and regulatory framework;
- In-depth understanding of strategic planning and city management processes, including integrated development planning, results-based management approaches, monitoring and

evaluation systems, and the integration of strategic priorities with budgeting and decision-making processes;

- Solid expertise in Public Investment Management (PIM), including investment planning, project preparation and appraisal, prioritisation methodologies, capital investment programming, and links to public finance management and recovery planning processes;
- Good understanding of municipal governance reform and corporate governance principles related to municipally owned enterprises, particularly in sectors delivering critical infrastructure and public services, in line with international standards (including OECD principles) and Ukrainian legislation;
- Proven experience in providing high-level strategic, institutional, or policy advisory support to public authorities, preferably in cooperation with international organisations, donor-funded programmes, technical assistance projects, or reform initiatives;
- Strong analytical and problem-solving skills, including the ability to assess complex institutional and governance issues and translate analysis into practical recommendations, policy proposals, and implementation-oriented solutions;
- Excellent communication, facilitation, and interpersonal skills, including the ability to effectively engage with senior government officials, municipal leadership, international partners, experts, and diverse stakeholder groups in a complex and evolving environment;
- Demonstrated ability to work collaboratively in multidisciplinary and multi-stakeholder settings, including coordination with international experts and integration of external expertise into local governance and institutional processes;
- Strong organisational, coordination, and time-management skills, with the ability to manage multiple tasks simultaneously and deliver high-quality outputs within agreed deadlines and reporting requirements;
- High standards of professionalism, integrity, discretion, and ethical conduct, including the ability to manage sensitive information and maintain credibility in a strategic advisory role;
- Ability to work effectively under pressure and adapt to changing priorities, operational challenges, and evolving recovery and reform needs;
- Fluency in Ukrainian is required. Good command of English, both written and spoken, is required for communication with international stakeholders and preparation of reports, analytical materials, and other assignment-related outputs.

### **Qualifications**

The Advisor shall possess the following qualifications and professional experience:

- Master's degree in Public Administration, Economics, Public Policy, Political Science, Law, Urban and Regional Development, Finance, Governance, or another relevant field demonstrating the capacity to perform the duties and responsibilities described in this Terms of Reference;
- At least four (4) years of relevant professional experience in strategic advisory, public sector reform, institutional development, governance support, or implementation of development and reform initiatives in cooperation with local or regional authorities;
- Demonstrated professional experience in one or more of the following areas: strategic planning and management; public investment management and investment planning; local governance and public administration reform; municipal development and recovery planning; corporate governance or institutional strengthening of public or municipally owned entities;

- Proven experience in working with municipalities, regional authorities, or other public institutions on policy development, institutional strengthening, governance reforms, or implementation of strategic initiatives;
- Experience working with international organisations, donor-funded programmes, technical assistance projects, or international development partners will be considered a strong asset;
- Experience in supporting reform processes related to decentralisation, recovery and reconstruction, public finance, municipal governance, or infrastructure sectors will be considered an advantage;
- Previous experience working in complex institutional and multi-stakeholder environments, including cooperation with senior government officials, municipal leadership, international experts, and development partners, will be considered an asset.

### **How to apply**

Interested candidates are invited to submit the following documents in English language:

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

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

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

The deadline for submission is **30 June 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 **26 June 2026, 18:00 (Kyiv time)**.

Applicants are advised to ensure successful delivery of their application by confirming receipt of an automatic reply from the email system.

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

Working language for the application: English.

### **Evaluation criteria**

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

#	Criteria	Weight
1	Professional qualifications and experience	80%
2	Proposed budget	20%