EU4Reconstruction

Stream 2

Terms of Reference

Technical Assistance for the Preparation of a Pre-Feasibility Study and a PPP Concept Note for the Project "New Construction of the Factory Kitchen" (Kremenchuk) with Strengthening of the Capacity of the City Working Group

1. BACKGROUND AND CONTEXT

EU4Reconstruction. The European Union (EU), together with Denmark, Germany, France and Lithuania, launched EU4Reconstruction, a €37 million Team Europe Initiative (TEI) 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 initiative is divided in two parallel streams:

Stream 1. Reconstruction governance and construction sector reform, municipal support and participation. Stream 1 is composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation).

Stream 2. Institutional strengthening of SARDI ecosystem and major municipalities. Stream 2 gathers 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, 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.

Within this framework, EU4Reconstruction places particular emphasis on strengthening the institutional capacity of major Ukrainian municipalities to plan, prioritise and manage reconstruction and long-term development in a coordinated, sustainable and investment-oriented manner.

Following project selection and initial assessment under EU4R's Methodology for Selecting Municipal Investment Projects for Pre-Feasibility Study Preparation, the project "New Construction of the Factory Kitchen" in Kremenchuk was selected for support.

The project envisages a centralised facility for preparing and delivering meals to educational institutions as part of Ukraine's school meals reform. Its estimated cost is EUR 11.95 million. It is included in the current Community Development Strategy, the sectoral project portfolio and the Medium-Term Plan for Priority Public Investments. The pre-feasibility study will determine the facility's capacity, the institutions to be served and expected production volumes.

The assignment will support preparation of a pre-feasibility study and a PPP concept note, while strengthening the City Working Group's capacity to prepare and assess investment projects. The documents shall comply with Ukraine's Law "On Public-Private Partnership" No. 4510-IX, Cabinet of Ministers Resolution No. 1051 of

13 August 2026, which links PPP preparation to the public investment management system and Resolution of the Cabinet of Ministers of Ukraine No. 305, dated March 24, 2021.

2. OBJECTIVES

The overall objective of the assignment is to strengthen the capacity of the city of Kremenchuk to independently prepare and subsequently implement municipal investment projects in line with the principles of public investment management (PIM), and to develop a preliminary feasibility study (pre-feasibility study) for the project "New Construction of the Factory Kitchen". The pre-feasibility study shall provide a comprehensive assessment of the project idea, including its strategic relevance, technical feasibility, economic and financial viability, financing needs, risks, and the municipality's capacity to ensure the further implementation and operation of the facility.

The specific objectives are:

- Develop a single methodology covering the preparation of the pre-feasibility study and the PPP concept note, together with two separate templates, one for each document. The methodology shall ensure continuity between the two documents, so that the PPP concept note builds on the content of the pre-feasibility study and adds only the components specific to PPP. The structure and content of both documents shall be determined on the basis of the version of Procedure No. 1051 in force at the time of preparation and the methodology of the Ministry of Economy, taking into account the requirements for the pre-feasibility study and the additional components envisaged for the PPP concept note. The indicative thematic blocks (project passport and strategic alignment, technical and economic parameters, commercial and financial model, risk matrix, environmental, social and climate aspects) shall be refined in the Inception Report.
- Conduct a two-day raining for the Kremenchuk working group on the preparation of the pre-feasibility study and the PPP concept note.
- Ensure, together with the working group, the collection of data.
- Ensure the alignment of the project with the city's current strategic and investment documents, including the reflection of the project in the Community Development Strategy.
- Substantiate the technological and engineering solution for the facility: production capacity, technological process, equipment composition, compliance with HACCP requirements, functional zoning and flows of raw materials and finished products, the logistics model of delivery to consumer institutions, needs for utility networks and resources, as well as the calculation of CAPEX and OPEX and the operating model.
- Develop a preliminary commercial and financial model of the project, including an assessment of possible models of project implementation as a PPP, determination of an appropriate PPP form (including concession), the model of management and/or operation of the facility, sources of payback and the indicative contract term, as well as a preliminary allocation of risks between the community and the private partner.
- Carry out a comparative assessment of alternative project implementation models (from local budget funds, with financing from development partners and international financial institutions, as a PPP) from legal, institutional, financial and technical perspectives, and justify the recommended model.
- Ensure expert review of the interim and final versions of the document.
- Prepare final versions of the pre-feasibility study and the PPP concept note, ready for submission by the public partner for the analysis of the concept note envisaged by legislation and for subsequent passage through the relevant procedures, and a final report with recommendations.

- Provide for the possibility of a reasoned conclusion that implementation of the project as a PPP is not feasible. In that case, provide recommendations on the further preparation of the project as a public investment project and identify the work products that can be used at the next stage of preparation.
- Hand over to the city of Kremenchuk a reusable toolkit (document templates, checklists, risk matrix, financial assessment template, conclusions and recommendations on institutionalization) so that the city can independently prepare similar projects.

3. SCOPE OF WORK

The Consultant shall prepare a pre-feasibility study and a PPP concept note for the project "New Construction of the Factory Kitchen" in Kremenchuk, in close cooperation with the City Working Group. The assignment shall combine project analysis and document preparation with training and practical support to strengthen the working group's capacity, assess alternative implementation models and recommend the most suitable approach. The scope comprises the following four tasks.

Task 1. Development of the Methodology and Document Template

- Analysis of the project assessment materials (questionnaire, assessment against criteria, identified gaps), the current Community Development Strategy and the Medium-Term Plan for Priority Public Investments.
- Verification of the project status in the public investment management system, including the results of the relevant sectoral assessment and the status of inclusion in the relevant project portfolio; if necessary, clarification of the sequence of subsequent procedures.
- Analysis of the current regulatory framework on PPP and PIM, including the Procedure for the Analysis of the Concept Note and the applicable threshold values, and confirmation of the project category on the basis of the calculation of the expected cost.
- Development of templates for the pre-feasibility study and the PPP concept note on the basis of the current version of Procedure No. 1051 and the methodology of the Ministry of Economy. The structure and content shall be determined taking into account the requirements for the pre-feasibility study and the additional components envisaged for the PPP concept note. To avoid duplication, individual components of the documents may be integrated into a single working package, provided that the final concept note corresponds, in structure and content, to the requirements of the legislation.
- Development of practical tools to support the preparation of the pre-feasibility study and the PPP concept note, in the form of Excel-based templates and short guidance notes (checklists), aligned with the methodology of the Ministry of Economy and the templates developed above. The tools shall cover: preliminary demand analysis; preliminary financial assessment; comparison of project implementation models as a PPP (including concession) against traditional public procurement; and risk allocation (a risk matrix with guidance on allocating risks between the public and private partner). The tools are intended for preliminary screening and decision support and do not replace the full analysis of PPP effectiveness required by the legislation. Their scope and level of detail shall be agreed in the Inception Report.

Task 2. Development and Delivery of the Two-Day Training

- Development of training materials. The Consultant shall develop the training programme, presentations, practical exercises and templates.

- Delivery of the two-day in-person training in Kremenchuk for the working group, combining theory with practical work. Day 1: From project idea to PPP concept. The day covers the PIM project cycle, the pre-feasibility study and the PPP concept note. Participants first work through the PIM project cycle and the pre-feasibility study: its purpose, structure and quality criteria. A short practical exercise follows, in which each group builds a pre-FS outline for its own project. The day then turns to the PPP concept note: its purpose, structure and link to the pre-FS, followed by a practical exercise drafting its key sections, including risk allocation. Day 2: Financing the project and working with financial institutions. The day covers how prepared projects are taken to financing: the main sources of funding available to municipalities (grants, international financial institutions, commercial banks, blended finance, municipal bonds), the requirements of financiers for project documentation and bankability, and the practicalities of engaging with banks and donors.

Task 3. Cooperation with the Working Group in the Preparation of the Document

- Regular support (weekly consultation session with the working group) throughout the period of document preparation.
- Collection and analysis of the data required for each section of the justification, in particular the technical and technological parameters of the facility, the volume of capital investment and the preliminary demand analysis (number of consumer institutions and portion volumes).
- Preparation of the technological and engineering part of the documentation with the participation of Key Expert 3 and Key Expert 4: production capacity, technological process, equipment, HACCP requirements, functional zoning, delivery logistics, engineering needs, construction solutions, CAPEX and OPEX, operating model of the facility.
- Support in ensuring the alignment of the project with the Community Development Strategy that is being updated and the Medium-Term Plan for Priority Public Investments.
- Preparation of draft sections on the commercial and financial model, including justification of the PPP form (including concession), the model of management and/or operation of the facility, sources of payback and the indicative contract term, as well as a list of potential financing partners.
- Preparation of a comparative assessment of alternative project implementation models (local budget funds, financing from development partners and international financial institutions, PPP) with a legal analysis, with the participation of Key Expert 1, and justification of the recommended model.
- Preparation of a preliminary risk allocation matrix between the community and the private partner.
- Preparation of the environmental, social and climate block of the documentation with the participation of Key Expert 5: environmental and social aspects, applicable environmental impact assessment requirements (if applicable to the facility under the legislation), climate resilience, energy efficiency. Also verification of compliance with the "Do No Significant Harm" (DNSH) principle and environmental requirements.
- Preparation of the documentation taking into account the possibility of a reasoned conclusion that implementation of the project as a PPP is not feasible. In that case, the Consultant shall provide recommendations on the further preparation of the project as a public investment project and identify which work products can be used at the next stage of preparation.

Task 4. Finalization and Final Report

- Finalization of the document together with the working group.
- Preparation of final versions of the pre-feasibility study and the PPP concept note (official version in Ukrainian, English version for EU4Reconstruction), ready for submission by the public partner for the

analysis of the concept note envisaged by legislation and for subsequent passage through the relevant procedures.

- Preparation of the final report on the results of the assignment.
- Incorporation of final comments, final quality check (legal, technical and financial), preparation of the package of documents for submission.
- Handover of documents and work products to the municipal working group and transfer of competencies (validation workshop).
- Preparation of a reusable toolkit: templates of the pre-feasibility study and the concept note, data request checklist, project preparation checklist, risk matrix, financial assessment template, conclusions and recommendations on institutionalization.

4. DELIVERABLES

№	Deliverable / Output	Timeline	Notes
1	Inception Report, methodology and templates for the pre-feasibility study and the PPP concept note	Week 2	The report shall present the detailed methodology (verification of the current regulatory framework on PPP and PIM, the status of the project in the PIM system, the applicable threshold values and the requirements for the further preparation of project documentation), a list of practical tools that align with the Ministry of Economy's methodology concept, a two-day training program, data collection tools and detailed workplan and timeline.
2	Training materials for the two-day training	Week 4	Programme of the two-day training with a list of modules and key points for each of them
3	Delivery of the two-day training in Kremenchuk	Week 5	Report on the results: programme, presentation materials, list of participants
4	Draft pre-feasibility study and PPP concept note	Week 9	Draft documents
5	Validation workshop	Week 10	Offline meeting with the municipal working group to discuss the draft document.
6	Final pre-feasibility study and PPP concept note	Week 11-12	Agreed with the working group, revised following expert review, and ready for submission by the public partner for the analysis of the concept note envisaged by legislation.

№	Deliverable / Output	Timeline	Notes
7	Reusable toolkit	Week 13	Updated templates; checklists; risk matrix; financial assessment template; conclusions and recommendations on institutionalization according to Task 1.
8	Final report on the results of the assignment	Week 14	Overview of implementation; progress of the working group; assessment of training results; key findings and recommendations; transfer of competencies to the working group; recommendations on next steps, including in case of a conclusion that a PPP is not feasible

The Contractor shall ensure the availability of professional translation and editing support so that all deliverables are submitted in both Ukrainian and English to EU4Reconstruction.

When preparing letters, presentation materials, programmes and other documents, the Consultant shall use the graphic and visual templates of EU4Reconstruction.

In email correspondence with the municipality or its structural units, the responsible EU4Reconstruction manager shall be copied.

5. QUALIFICATIONS AND EXPERTISE REQUIREMENTS

The assignment shall be implemented by a team of qualified experts. The Consultant shall propose five Key Experts, whose composition and functions are set out below.

Key Expert 1: Team Leader / Senior Public-Private Partnership and Public Investment Management Expert

Role:

The Team Leader shall be responsible for the overall coordination, methodological consistency and quality assurance of the assignment. The Expert shall lead the development of the methodology and templates for the pre-feasibility study and the PPP concept note, and ensure that the documents comply with the Law of Ukraine "On Public-Private Partnership", the Procedure for the Analysis of the Concept Note and the requirements of the public investment management (PIM) system. The Expert shall be responsible for the comparative assessment of alternative project implementation models (local budget funds, financing from development partners and international financial institutions, PPP, including concession), the legal analysis of these models, and the preliminary allocation of risks between the community and the private partner. The Expert shall also support communication with the client and the city working group, deliver the training, and ensure the consistency of the conclusions of all Key Experts.

Minimum Qualifications:

- Advanced university degree (Master's or equivalent) in public administration, economics, finance, law, public policy, or a related field;
- At least 10 years of professional experience in public management, public finance, infrastructure project preparation, or public-private partnerships;
- Demonstrated experience in preparing or supporting PPP projects (concept notes, PPP feasibility studies, concession projects) at national or local level;
- Demonstrated knowledge of the legislation of Ukraine in the field of PPP, concessions, public procurement, the budget process and municipal property management;
- Demonstrated experience in designing or implementing Public Investment Management (PIM) systems or reforms, including knowledge of the requirements for the pre-feasibility study, the Unified Project Portfolio and the DREAM ecosystem;

- Experience in assessing and allocating risks between public and private partners, and in analyzing project and contractual documentation;
- Experience working with municipalities, public authorities, development institutions, or international financial institutions on investment projects;
- Experience in leading expert teams and delivering training and capacity development events for local governments;
- Excellent facilitation, analytical and reporting skills;
- Fluent English is required, including the ability to draft and review reports in English. Excellent knowledge of Ukrainian is required.

Key Expert 2: Senior Economic and Financial Analysis Expert
Role:
The Expert shall be responsible for the economic and financial components of the pre-feasibility study and the PPP concept note. The Expert shall analyse demand, assess life-cycle costs, develop the preliminary commercial and financial model, assess the economic and financial viability of the project and its affordability for the community budget, sources of payback and the indicative contract term, and identify possible sources and instruments of financing. The Expert shall use the findings of Key Experts 3 and 4 on capital (CAPEX) and operating (OPEX) costs and ensure that the financial model is consistent with the selected project implementation model.
Minimum Qualifications:

- Advanced university degree (Master's or equivalent) in economics, finance, public finance, investment management, or a related field;
- At least 8 years of professional experience in economic and financial appraisal of investment or infrastructure projects, project finance, or public finance;
- Demonstrated experience in preparing the economic and financial sections of feasibility studies, pre-feasibility studies, investment concepts, or PPP concept notes;

- Demonstrated experience in financial modelling, cash flow analysis, and assessment of affordability and financial sustainability of projects;
- Experience in assessing project options, capital and operating expenditure needs, and life-cycle costs;
- Experience in developing financing strategies and working with various sources and instruments of financing, including grants, concessional and commercial loans, blended finance and PPPs;
- Experience working with international financial institutions, development partners, or public sector entities on infrastructure projects;
- Strong analytical, modelling and reporting skills;
- Fluency in Ukrainian is required. Working knowledge of English is considered an asset. The Contractor shall ensure the availability of professional translation and editing support so that all deliverables are submitted in both Ukrainian and English.

Key Expert 3: Senior Food Production Technology and Facility Design Expert
Role:
The Expert shall be responsible for the technological component of the pre-feasibility study and the PPP concept note, taking into account the specifics of the "factory kitchen" model. The Expert shall define and verify the production capacity of the facility, the technological process, the composition and characteristics of the process equipment, compliance with food safety requirements and the HACCP system, functional zoning and flows of raw materials and finished products, the logistics model of delivery to consumer institutions, and needs for utility networks and resources. The Expert shall support the calculation of operating costs (OPEX) and the formation of the operating model of the facility, and ensure that technological solutions correspond to the declared production volumes and the results of the economic and financial analysis.
Minimum Qualifications:

- Advanced university degree (Master's or equivalent) in food technology, catering technology, engineering, or a related field;
- At least 8 years of professional experience in technological planning, design or analysis of food infrastructure facilities, food industry enterprises or catering establishments;
- Demonstrated experience in developing or reviewing technological solutions for centralized food production facilities (factory kitchens, catering complexes, catering production units, large catering units);
- Demonstrated experience in calculating production capacity, selecting and assessing process equipment, and developing functional zoning and the organization of production flows;
- Demonstrated knowledge of food safety requirements and HACCP principles, sanitary norms and state standards applicable to catering facilities;
- Experience in assessing needs for utility networks and resources (power supply, water supply, sewerage, heat supply, ventilation, refrigeration) and in analyzing the logistics of delivery of prepared meals (routes, transport, temperature regimes);
- Knowledge of the school meals reform and the relevant regulatory framework, and experience working with municipalities or public authorities on projects in the field of catering, is considered an asset;
- Excellent analytical and technical reporting skills;
- Fluency in Ukrainian is required. Working knowledge of English is considered an asset. The Contractor shall ensure the availability of professional translation and editing support so that all deliverables are submitted in both Ukrainian and English.

Key Expert 4: Senior Construction Engineering and Cost Estimation Expert

Role:

The Expert shall be responsible for the construction component of the pre-feasibility study and the PPP concept note. The Expert shall assess the requirements for the land plot and construction site, substantiate the space-planning and structural solutions, verify their compliance with state building norms, calculate the indicative cost estimate of the new construction (CAPEX) on the basis of aggregated indicators and analogues, and assess the needs for connection to utility networks and the indicative construction duration. The Expert shall align construction solutions with the technological part led by Key Expert 3 and pass the results of the calculations to Key Expert 2 for the financial analysis.

Minimum Qualifications:

- Advanced university degree (Master's or equivalent) in construction, architecture, civil engineering, or a related field;
- At least 8 years of professional experience in design, construction planning, cost estimation, or implementation of construction projects;
- Demonstrated experience in preparing or reviewing investment cost estimates, substantiating capital expenditure needs, and preparing indicative cost estimates at the feasibility study stage;
- Demonstrated experience in new construction of social, municipal or industrial infrastructure;
- Demonstrated knowledge of the state building norms and standards of Ukraine and the requirements for project documentation;
- Experience in assessing site location options, engineering and technical conditions, and needs for connection to networks;
- Experience working with public or donor-financed projects, in particular in the field of reconstruction, is considered an asset;
- Knowledge of the requirements of international financial institutions for construction projects is considered an asset;

- Excellent analytical and technical reporting skills;
- Fluency in Ukrainian is required. Working knowledge of English is considered an asset. The Contractor shall ensure the availability of professional translation and editing support so that all deliverables are submitted in both Ukrainian and English.

Key Expert 5: Senior Environmental, Social and Climate Expert
Role:
The Expert shall be responsible for the environmental, social and climate block of the pre-feasibility study and the PPP concept note. The Expert shall assess the applicability of the environmental impact assessment procedure to the facility, environmental and social risks and mitigation measures, climate resilience and energy efficiency, and verify compliance with the "Do No Significant Harm" (DNSH) principle and the requirements of international financial institutions and development partners. The Expert shall also assess the social effect of the project for educational institutions and pupils, and issues of accessibility, inclusiveness, gender equality and stakeholder engagement.
Minimum Qualifications:

- Advanced university degree (Master's or equivalent) in ecology, environmental protection, social sciences, sustainable development, or a related field;
- At least 7 years of professional experience in environmental and social assessment of infrastructure or investment projects;
- Demonstrated experience in preparing environmental and social sections of feasibility studies, environmental impact assessments, or documents under the standards of international financial institutions (EIB, EBRD, World Bank);
- Demonstrated knowledge of the legislation of Ukraine on environmental impact assessment and environmental protection, as well as EU requirements on sustainability, DNSH and climate resilience;
- Experience in assessing energy efficiency and climate risks for buildings and production facilities;
- Experience in social impact assessment, including aspects of inclusiveness, gender equality and stakeholder consultations;
- Experience working with municipalities, public authorities, or international financial institutions on infrastructure projects in Ukraine is considered an asset;
- Excellent analytical and reporting skills;
- Fluency in Ukrainian is required. Working knowledge of English is considered an asset. The Contractor shall ensure the availability of professional translation and editing support so that all deliverables are submitted in both Ukrainian and English.

Short-Term Experts (Non-Key Experts)

If required, the Consultant may engage additional short-term experts within the assignment budget.

6. BUDGET, TIMEFRAME, LOCATION

The maximum budget available for this assignment is **EUR 25,000**, inclusive of all applicable taxes and reimbursable expenses. This amount shall cover all costs related to the implementation of the assignment, including expert fees, travel, development of materials, communication costs and printing. Proposals in which the financial offer exceeds the maximum budget will be rejected as non-compliant.

All costs related to the organization and delivery of the two-day training, the validation workshop and field visits to the community (venue rental, catering, multimedia equipment, printing of

materials, travel and per diem) shall be provided for in the budget of this assignment and included in the total contract value.

- The first payment, amounting to 30% of the total contract value, shall be made as an advance payment after acceptance of the Inception Report by the EU4Reconstruction.
- The second and final payment, amounting to 70% of the total contract value, shall be made upon submission of the Final Invoice and acceptance of all contractual deliverables.

The implementation period is **3,5 months (approximately 14 weeks)** from the date of contract signature. The two-day training and the validation workshop shall be held in person in Kremenchuk; other work may be carried out remotely at the Consultant's discretion, subject to agreement with the EU4Reconstruction.

The expected minimum level of effort is 65 workdays, to be distributed among the Key Experts in the workplan and in the bidder's financial offer.

7. METHODOLOGY

The Consultant shall apply a structured, evidence-based and participatory methodology combining regulatory review, technical and technological assessment, economic and financial analysis, stakeholder engagement and capacity development of the Kremenchuk City Working Group.

Regulatory and Strategic Review

Review the applicable PIM and PPP framework, verify the project's status in the PIM system and assess its alignment with municipal strategic and investment documents and the school meals reform.

Data Collection and Technical Assessment

Collect and validate project data, assess demand and required production capacity, and analyse technological solutions, equipment, HACCP compliance, delivery logistics, construction requirements, CAPEX, OPEX and the operational model.

Economic, Financial and PPP Assessment

Develop a preliminary financial model, assess financing needs and affordability, and compare implementation options, including municipal financing, development partner support and PPP arrangements, including concession.

Environmental, Social and Risk Assessment

Assess relevant environmental, social and climate considerations, energy efficiency and DNSH compliance, and develop a preliminary risk matrix with proposed mitigation measures and risk allocation.

Capacity Development, Validation and Finalisation

Deliver a two-day training and provide ongoing support to the municipal working group. Validate the findings with stakeholders, finalise the pre-feasibility study and PPP concept note in Ukrainian and English, and provide recommendations on the preferred implementation model and next steps, including an alternative public investment approach if PPP is not feasible. Transfer reusable templates, checklists and assessment tools to the municipality.

8. REPORTING AND MANAGEMENT

The Consultant shall work under the overall supervision of the Project Manager of the Municipal Component at EU4Reconstruction, who will be responsible for providing strategic guidance, reviewing and approving deliverables, and ensuring overall coordination.

The Consultant shall submit deliverables to EU4Reconstruction for review and approval in accordance with the agreed timeline. Draft deliverables shall be subject to consolidated feedback from the Project Manager and, where relevant, from other stakeholders, which the Consultant shall incorporate into final versions. The Consultant shall ensure regular communication with EU4Reconstruction, including brief progress updates and early notification of any risks and delays.

All materials, data and outputs produced under this assignment, including templates, checklists, financial models and other tools, shall be the property of EU4Reconstruction and shall be transferred to the city of Kremenchuk for free use, unless otherwise agreed in writing. The Consultant shall not disclose such materials to third parties or use them for other purposes without the prior written consent of EU4Reconstruction.

By submitting a proposal, the bidder confirms the absence of any conflict of interest with regard to the city of Kremenchuk, its municipal enterprises and the members of the evaluation committee. The Consultant shall immediately notify EU4Reconstruction of any potential conflict of interest that arises during the implementation of the contract.

EU4Reconstruction reserves the right to cancel the selection procedure, reject all proposals or not conclude a contract without any obligation to bidders, and to request additional clarifications or documents from bidders during the evaluation process.

9. HOW TO APPLY

The deadline for submitting the proposal is 16 November2026**, 18:00 Kyiv time.**

All interested candidates should submit the following documents in English:

1. Completed Annex 1, including:

- CV for Experts
- Technical Proposal / Methodology

2. Financial offer (Annex 2, forms 1 and 2) in EUR, including daily fee and other related expenses (taxes, if applicable), with calculation of a maximum working days.

If these documents are not submitted in line with the requirements above, the bid will not be considered. The proposal shall include the aforementioned information and should be submitted within the above deadline to EU4R@um.dk cc to olhpet@um.dk indicating the subject line: "Preparation of a Pre-Feasibility Study_Kremenchuk".

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to EU4R@um.dk cc to olhpet@um.dk, not later than 13 November2026, 18:00 Kyiv time.

10. EVALUATION CRITERIA

Bids will be evaluated under the criteria provided below

№	Criteria	Weight
1	Relevant experience according to the CV	60%
2	Technical Proposal / Methodology	20%
3	Proposed budget according to the financial offer	20%