

B. TERMS OF REFERENCE

JASPERS on-site consultancy for institutional strengthening in Ukraine

Reference number: AA-012158

CONTENT

1	BACKGROUND INFORMATION	1
1.1	Beneficiary countries.....	1
1.2	Contracting Authority and mandate	1
1.3	The EU for Ukraine (EU4U) Initiative.....	1
1.4	EIB and Ukraine Government Memorandum of Understanding	2
1.5	Joint Assistance to Support Projects in European Regions (EIB/JASPERS).....	3
1.6	Related programmes and other donor activities	3
2	OBJECTIVE, PURPOSE & EXPECTED RESULTS.....	4
2.1	Overall objective	4
2.2	Specific objectives	4
2.3	Results to be achieved.....	4
3	ASSUMPTIONS & RISKS.....	5
3.1	Assumptions underlying the project.....	5
3.2	Risks	5
4	SCOPE OF THE WORK	5
4.1	General	5
4.2	Specific activities.....	7
4.3	Deliverables	9
4.4	Cross cutting issues.....	9
4.5	Project management.....	9
5	LOGISTICS AND TIMING	9
5.1	Location	9
5.2	Start date & period of implementation	10
5.3	Security	10
6	REQUIREMENTS.....	10
6.1	General	10
6.2	General Expert Profile.....	10
6.3	Travel and associated costs	12
6.4	Office accommodation	12
6.5	Equipment.....	12
6.6	Incidental expenditure.....	12
6.7	Expenditure verification.....	13
7	REPORTS	13
7.1	Reporting requirements	13
7.2	Submission and approval of reports	14
7.3	Invoicing	14
7.4	Visibility requirements	15
8	MONITORING AND EVALUATION	15
8.1	Definition of indicators.....	15

ACRONYMS and DEFINITION

Assignment	Refers to the present contract
CEF	Connecting Europe Facility
CPCM	Expert Procurement and Contract Management
E5P	Eastern Europe Energy Efficiency and Environment Partnership
EC	European Commission
EIB (or the Bank)	European Investment Bank
EPIC	Eastern Partnership Investment in Connectivity
EPTATF	Eastern Partnership Technical Assistance Trust Fund
EU	European Union
EU4U	EU for Ukraine
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
IFIs	International Finance Institutions
IMF	International Monetary Fund
ISP	Implementation Service Providers
JASPERS	Joint Assistance to Support Projects in European Regions
NDICI	Neighbourhood, Development and International Cooperation Instrument
NIP	Neighbourhood Investment Platform
PIM	Public Investment Management
PMS	Programme Management Support (this contract)
PMT	EIB's Programme Management Team
Programme	Refers to the EU4U Advisory Programme
RDNA	Rapid Damage and Needs Assessment
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
UOAC	Ukraine Onsite Advisory Consultancy
WB	World Bank

1 BACKGROUND INFORMATION

1.1 Beneficiary countries

The EIB/JASPERS Ukraine Onsite Advisory Consultancy (UOAC) contract will cover Ukraine.

1.2 Contracting Authority and mandate

Contracting Authority:

European Investment Bank
98-100, boulevard Konrad Adenauer
L-2950, Luxembourg
Grand Duchy of Luxembourg

The European Investment Bank (the “EIB” or “the Bank”) is the financing institution of the European Union (the “EU”). Created by the Treaty of Rome, its shareholders are the Member States of the EU and its Board of Governors is composed of the Finance Ministers of these States. The EIB enjoys its own legal personality and financial autonomy within the European Community system.

The mission of the EIB is to contribute, by financing sound investment, to the policy objectives of the EU, as laid down in its statutes and in decisions of the European Council.

EIB Global is the dedicated branch of the European Investment Bank that works outside the European Union. Launched in January 2022, it supports climate action, economic growth and development in support of EU external policies and priorities, in particular the Global Gateway initiative, the climate transition and the Sustainable Development Goals. It does so by financing sound projects developed to high standards, using its technical and financial expertise and resources to promote inclusive and sustainable investment in partner countries.

More background information about the EIB may be found on the website www.eib.org.

This contract is financed by the EIB’s own resources under the EU4U Advisory Programme.

1.3 The EU for Ukraine (EU4U) Initiative

Present in Ukraine since 2007, the EIB has been unwavering in its support for the country’s EU integration, which has become even more vital since Russia’s full-scale invasion. The Bank, with a portfolio of signed projects valued at €7.3 billion, has invested in municipal infrastructure, energy, transport and small businesses, all with the goal of improving daily life, boosting economic growth and lending support to Ukraine’s resilience and reconstruction. Since Russia’s full-scale invasion of Ukraine in 2022, the EIB has provided immediate relief, disbursing €2 billion of financing for emergency repairs to the country’s ravaged infrastructure.

On 29 March 2023, the EIB Board of Directors approved a Support Package for Ukraine, the EU for Ukraine Initiative (EU4U Initiative), a new scheme to finance reconstruction and recovery in Ukraine.

The EU4U Initiative is made up of the following elements:

- An allocation, from the Bank’s own resources within the capital envelope of EIB Global for EIB own risk operations, mainly targeting critical public sector infrastructure and economic recovery investments in Ukraine;
- The setup of the EU4U Fund to enable the roll-out of own balance sheet operations and otherwise to support the public and private sector in Ukraine;
- An allocation, from the Bank’s own resources of an amount of up to EUR 100 million in total for TA and advisory services for immediate needs as well as reconstruction efforts and accession support to Ukraine and Moldova (corresponding to the EU4U Advisory Programme); and
- A revision of the existing NDICI Investment Window 1 Guarantee Agreement between the European Union and the EIB to enable EIB to provide additional EUR 100 million of financing in Ukraine.

On 20 September 2023, the EIB’s Board of Directors approved the EU4U Advisory Programme, within the EU4U Initiative endorsed on 29 March 2023. The Programme is intended to support

immediate needs and reconstruction efforts, as well as to provide EU accession support, to Ukraine and Moldova, focusing on:

- Providing the Bank's public and private sector partners with guidance and support in identifying, assessing, preparing, implementing, disbursing and monitoring their projects and programmes in line with EIB standards and guidelines;
- Enhancing the partners institutional and management capacity in the medium and long term;
- Improving the quality, leveraging the impact, and ensuring the long-term sustainability of EIB investments in both countries; and
- Promoting good governance and ensuring compliance with EU policies.

EU4U allows the EIB to scale up financing, using contributions from donors, to repair damaged energy and transport networks, back municipal investment to provide services for displaced people and improve access to finance by Ukrainian entrepreneurs in coordination with Ukrainian and international partners. The initiative also enables financing to support restoration of critical infrastructure including energy, transport, health, social services and district heating, cyber security, and business investment.

EU4U supports priority reconstruction and recovery investment in sectors identified by the Government of Ukraine, World Bank, European Commission, and United Nations in the Rapid Damage and Needs Assessment. The scheme both strengthens municipal and social infrastructure investments, including repairing damage to services, improving support for internally displaced people, and enhancing access to finance by businesses across Ukraine. This includes providing finance to companies who have lost exports and wish to re-orientate towards EU markets.

1.4 EIB and Ukraine Government Memorandum of Understanding

On 19 April 2024, the EIB and the Ukraine Government signed a Memorandum of Understanding (MoU) to accelerate deployment of financial support and project execution on the ground to accelerate deployment of financial support and project execution on the ground. The new MoU sets priorities and reinforces collaboration to accelerate investments on the ground, with €560 million available for ongoing projects this year.

On top of support for crucial public sectors including housing, municipal services, energy and transportation infrastructure, efforts will also focus on scaling up the EIB's support for the private sector and enhancing advisory services. This multi-sector cooperation between the EIB and Ukraine, planned for the coming years, will be financed via the European Union's €50 billion Ukraine Facility and the €100 million dedicated by the EIB for advisory services.

The EIB and the Government of Ukraine have agreed on a strategic cooperation framework supporting Ukraine's reconstruction, recovery, and EU integration efforts. This reinforced partnership places future investments within critical public and private sector initiatives that will be supported by funds from the EIB's EU for Ukraine Fund and the European Union's €50 billion Ukraine Facility, in which the EIB plays a key implementing role.

The MoU calls for the rapid implementation of ongoing EIB projects in Ukraine, with the country having access to €500 million in EIB loan funds and €60 million in EU grant funds in 2024. It outlines an envelope of at least €2 billion from the Ukraine Facility, which the EIB is prepared to invest in critical public sector projects such as housing and public building renovation, municipal infrastructure, energy, roads, railways, healthcare and civil protection. These include the modernisation of key export routes and railway lines, enhancements in hydroelectric and renewable energy production, and the strengthening of Ukraine's national electricity grid and healthcare facilities.

The MoU also highlights the EIB's enhanced support for private sector growth, including for funding and risk-sharing instruments such as partial portfolio guarantees. This will enable local financial intermediaries to provide vital access to finance for local small and medium businesses (SMEs) on favourable terms. Additionally, the MoU outlines stronger advisory support for Ukraine by opening up the highly-rated advisory services programme EIB/JASPERS (see below) to help prepare significant investments and improve capabilities to meet EU standards.

1.5 Joint Assistance to Support Projects in European Regions (EIB/JASPERS)

• EIB/JASPERS Ukraine mandate

The Joint Assistance to Support Projects in European Regions (EIB/JASPERS) is an advisory programme funded by the European Commission (EC) and the European Investment Bank (EIB) and operated by the EIB. EIB/JASPERS experts cover all infrastructure sectors, offering independent, hands-on support for strategies, programmes, and projects to ensure the success of EU-funded investments. Their work promotes growth and paves the way for a greener, more connected, and innovative Europe.

In April 2024, the EIB's Ukraine Steering Board approved a dedicated EIB/JASPERS Ukraine mandate. This technical assistance initiative was formalized with the signing of the Contribution Agreement in August 2024. Additionally, a cooperation framework was established with the Ukrainian government to outline the programme's implementation. This extension of EIB/JASPERS aims to build capacity for preparing and implementing large-scale infrastructure projects and providing advisory services for Ukraine's reconstruction efforts.

• EIB/JASPERS EPIC and CEF

In Ukraine and Moldova, EIB/JASPERS operates under the Eastern Partnership Investment in Connectivity (EPIC) mandate from DG NEAR and its primary mandate from DG REGIO / DG MOVE. This includes Note 18 of 24 regarding the Connecting Europe Facility (CEF) in the transport, energy, and Information and Communication Technology (ICT) sectors.

EPIC is a regional facility designed to support beneficiary countries in the EU's Eastern Neighbourhood. It offers advisory support from EIB staff (primarily EIB/JASPERS) and technical assistance from external service providers procured by the EIB to prepare and implement viable connectivity investment projects related to the TEN-T networks. The programme is jointly funded by the European Commission (through grants from the Neighbourhood Investment Platform) and managed by the EIB.

For example, under CEF, EIB/JASPERS has recently prepared a strategy for DG MOVE to integrate the rail systems of Ukraine and Moldova into the EU network. It also provided advisory support for CEF funding applications for various cross-border points between Ukraine, Moldova, and neighbouring EU countries. Additionally, under EPIC, EIB/JASPERS has focused on helping establish a national strategic framework and Single Sector Project Pipeline (SSPP) specifically for transport. This effort is part of the broader initiative to implement a Single Project Pipeline (SPP) methodology within the new Public Investment Management (PIM) system, as required by the International Monetary Fund (IMF).

1.6 Related programmes and other donor activities

EIB Technical Assistance activities in Ukraine and Moldova

Since 2014, the EIB has deployed significant TA activities in Ukraine to support the identification, preparation, and implementation of infrastructure projects, at centralised and local level. The current portfolio of active contracts signed by the EIB amounts to EUR 44 million. Over the past decade, the EIB has also provided significant TA support to Moldova, with a portfolio of active contracts amounting to EUR 7.9 million.

The main sources of funds for the existing portfolio have historically been the Neighbourhood Investment Platform ("NIP"), the EU Delegation bilateral funds, the Eastern Partnership Technical TA Trust Fund ("EPTATF"), and the Eastern Europe Energy Efficiency and Environment Partnership ("E5P"). Additionally, some support has also been funded from EIB's own resources.

The EU4U Advisory Programme is set up in the context of the existing EIB's TA and advisory portfolio, which it will expand, and is to be coordinated with a number of other projects and programmes, including those mentioned in the preceding paragraph.

Collaboration with international organisations in Ukraine

The EIB collaborates with the World Bank, the IMF, and the European Commission on implementing the Public Investment Management roadmap in Ukraine. Additionally, the EIB partners with UNDP under various agreements, fostering a successful collaboration to support EIB

framework loans that benefit numerous small and medium-sized enterprises, exemplified by the Ukraine Recovery Programme.

Another significant partnership is with the German Organization for International Cooperation (GIZ) under the FELICITY II initiative. GIZ provides technical assistance, financed by the German Federal Ministry for Economic Affairs and Climate Action (BMWK), to improve the bankability of low-carbon and climate-resilient urban infrastructure projects, enabling the EIB to consider these projects for financing.

The EIB also partners with the EBRD to support development and recovery initiatives in Ukraine. The EIB and EBRD collaborate on financing key infrastructure projects in Ukraine, support and technical assistance to SMEs in Ukraine, or investments in renewable energy, energy efficiency projects. The partnership also focuses on enhancing public sector investments through co-financing arrangements and policy support. This collaboration aims to improve public investment management and the implementation of critical public infrastructure projects.

2 OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall objective

The purpose of the proposed consultancy assignment is to contribute to the deployment of EIB/JASPERS mandate in Ukraine, by providing the necessary support to the relevant counterparts through on-site consultancy. The consultancy assignment is expected to directly contribute to enabling investments for the recovery and reconstruction of Ukraine in line with objectives of the Bank's broader EU4U Initiative.

2.2 Specific objectives

The specific objectives of the consultancy are, as part of the EIB/JASPERS advisory mandate in Ukraine to:

- **offer advisory on-site consultancy** support to the Government of Ukraine (and potentially other state agencies or SOEs) under the EIB/JASPERS Ukraine mandate;
- **support the preparation and implementation of strategic projects** financed by the EU, EIB or other IFIs, including investments financed under the EU's Ukraine Facility;
- **support the prioritisation of investment projects** in key sectors of the Single Project Pipeline (SPP) and the implementation of the Public Investment Management system (PIM) roadmap in Ukraine;
- **strengthen Ukraine's institutional capacity** for sound infrastructure project preparation and implementation, in the perspective of EU accession. This will in turn strengthen the absorption capacity of the country to accelerate recovery and reconstruction.

2.3 Results to be achieved

The Ukraine Onsite Advisory Consultancy is expected to achieve the following results:

- **Enable Investments for Recovery and Reconstruction:** The assignment will directly contribute to facilitating investments for Ukraine's recovery and reconstruction, aligning with the objectives of the Bank's broader EU4U Initiative.
- **Contribute to High-Quality Infrastructure Investments:** The identified infrastructure investments supported by the assignment will be prepared and delivered according to agreed timelines and the highest quality standards, enabling promoters to seek financing from the EIB and others.
- **Support the Implementation of Ukraine's Public Investment Management (PIM) Roadmap:** The assignment will directly contribute towards the development, preparation and implementation of investment projects in Ukraine as well as a single project pipeline as part of the PIM Roadmap.

- **Support EIB Operations and potentially those from other stakeholders:** The work on the single project pipeline and the PIM Roadmap will benefit current and future EIB operations as well as those from other stakeholders. This also demonstrates the Bank's commitment to the European Commission under the EIB/JASPERS Mandate, reinforcing the EIB's role as a key EU partner.
- **Enhance Communication and Coordination:** The communication and coordination between the EIB, relevant promoters, and stakeholders will be effective and strengthened, ensuring smooth collaboration.
- **Strengthen institutional capacity:** The assignment will contribute to bolster Ukraine's institutional capacity for effective infrastructure project preparation and implementation, supporting the country's EU accession goals. This will enhance Ukraine's ability to absorb and utilize funds efficiently, accelerating recovery and reconstruction efforts.

3 ASSUMPTIONS & RISKS

3.1 Assumptions underlying the project

The following assumptions shall apply to the provision of this assignment:

- Reasonable support, commitment and cooperation with counterparts in Ukraine;
- Cooperation from and coordination between stakeholders, including other IFIs, in beneficiary countries throughout the Programme;
- Ukrainian counterparts request a sufficient number of clear and good quality requests for TA / advisory assignments that support existing or potential EIB and other stakeholder investments;

3.2 Risks

The following potential risks may affect this TA:

- Deterioration of macroeconomic and market environment and/or security conditions due to Russia's War on Ukraine;
- Poor, ineffective cooperation between key players involved;
- Lack of commitment and/or inadequate capacity of the TA counterparts;
- Absence or lack of necessary information and documentation;
- Travel restrictions and/or limited availability of key stakeholders.

The Experts may identify in their respective technical offers additional possible risks, which may have a significant impact on the implementation of this assignment and propose mitigating measures

4 SCOPE OF THE WORK

4.1 General

- **Programme description**

The Ukraine Onsite Advisory Consultancy service contract aims to provide comprehensive on-site consultancy support to the Government of Ukraine, as well as other agencies or utilities, under the EIB/JASPERS Ukraine mandate. The primary objective of this assignment is to facilitate the deployment of the EIB/JASPERS mandate in Ukraine by offering essential support to relevant counterparts through on-site consultancy.

The Experts engaged in this assignment will be fully integrated within the EIB/JASPERS operating framework, complementing the efforts of existing EIB/JASPERS staff. This assignment will support all stages of the project cycle, focusing particularly on project preparation and implementation.

The on-site Experts will contribute to the EIB/JASPERS mandate in Ukraine by providing support to relevant Ministries in the following areas:

- **Preparation and Implementation of Strategic Projects:** Supporting projects financed by the EU, EIB, or other international financial institutions (IFIs), including investments under Pillar 1 and 2 of the EU's Ukraine Facility.
- **Prioritization of Investment Projects:** Assisting in the prioritization of projects in key sectors for the Single Project Pipeline (SPP).
- **Public Investment Management (PIM) Roadmap Implementation:** Aiding the implementation of the PIM roadmap to enhance investment management.
- **Training and Capacity Building:** Conducting training and capacity-building activities in project preparation, implementation, and evaluation.

Through specific sub-assignments, this program will contribute to the development, preparation, and implementation of investment projects in Ukraine. Additionally, it will assist in creating a single project pipeline as part of Ukraine's Public Investment Management (PIM) Roadmap. These efforts are crucial for achieving the EU's priorities in Ukraine, as outlined in the Ukraine Plan.

- **Key sectors of support:**

- **Transport:** The transport sector requires significant technical assistance (TA) inputs to support the reconstruction of Ukraine's backbone network and nodes (including TEN-T). It also focuses on urban transport and road safety at regional and municipal levels, enhancing quality, compliance with EU standards, timeliness, and transparency.
- **Energy:** TA will concentrate on energy efficiency in public and residential buildings, hydropower rehabilitation project preparation, and district heating. Support will also involve creating an enabling environment for renewables, green hydrogen, and assisting Naftogaz in developing and implementing a decarbonization strategy.
- **Social Housing:** The EIB and the European Commission plan to support social housing programs in Ukraine. This initiative involves housing policy reforms aligned with European standards, as outlined by Ukraine's Ministry for Restoration.

- **Additional sectors of support:**

- **Environment/Agriculture:** The program will address environmental concerns, water and wastewater as well as agricultural projects, contributing to sustainable development. This includes water and wastewater networks and treatment plants, flood projects, promoting innovative agricultural practices, enhancing sustainability, and providing access to finance for farmers and SMEs.
- **Digital Transformation:** Support will be provided for the digital transformation of Ukraine's infrastructure and services. This includes digital governance projects aligned with Ukraine's digital strategy, focusing on cybersecurity and upgrading existing digital infrastructure.
- **Municipal Infrastructure:** EIB support for the municipal sector has expanded beyond recovering and modernizing municipal and social building infrastructure in conflict-affected Eastern Ukraine. It now includes utilities, public infrastructure, and energy efficiency in public buildings nationwide, with financial support provided as grants or loans.
- **Public Investment Management System (Single Project Pipeline):** The program aims to enhance the management and implementation of public investments through a streamlined project pipeline. This includes developing methodologies, preparing guidelines, and building capacity among staff engaged in the PIM agenda.

- **Health:** Support will be provided to the Ukrainian health sector. The EIB has already been investing in local hospitals and medical facilities, including through the E5P Fund. The Bank plans to scale up this investment to support Ukraine's reconstruction.

Please note that this scope of operations is indicative, and additional types of support may be provided based on identified needs to support Ukraine's recovery, reconstruction, and EU accession goals.

- **Types of technical and advisory assistance**

The Ukraine Onsite Advisory Consultancy assignment will offer a variety of technical and advisory assistance services. These activities include, but are not limited to:

- **Supporting EIB/JASPERS Mandate:** Assisting the Government and the relevant Ministries in Ukraine in line with EIB/JASPERS' objectives.
- **Project Technical Assistance (TA):** Providing support to Beneficiaries in project preparation, implementation, and management, particularly through the preparation of ToRs.
- **Preparation and Implementation of Critical Projects:** Facilitating projects financed by the EU, EIB, or other International Financial Institutions (IFIs), including investments under Pillar 1 and 2 of the EU's Ukraine Facility.
- **Prioritization of Investment Projects:** Identifying key projects for inclusion in the Single Project Pipeline (SPP).
- **Implementation of the Public Investment Management (PIM) Roadmap:** Supporting the rollout of the PIM roadmap.
- **Assistance during the Tendering Process (TP):** Potentially helping with the preparation of tender documents and supporting Beneficiaries throughout the tender process until the selection of the contractor, in compliance with procurement standards of the relevant Lead IFI.
- **Assistance during Project Implementation:** Supporting Project Implementation Units (PIUs) during the construction period, excluding supervision of construction works.
- **On-the-job Training:** Delivering practical training to Beneficiaries directly within the workplace.
- **Training and Capacity Building:** Conducting activities related to project preparation, implementation, and evaluation.

- **Geographical area to be covered**

The programme is covering Ukraine.

- **Target groups.**

The ultimate target group is the population of Ukraine, which will benefit from improved infrastructures. Specific target groups which will benefit from the project are:

- national and local authorities (Promoters) where the investments will be implemented;
- public utilities which will build, operate and maintain the infrastructure;
- private companies who may enter into public private partnerships in the framework of the projects to be implemented.

4.2 Specific activities

- **Specific activities during the inception phase**

A two-month inception phase is foreseen for this contract. During this period the following activities should be carried out:

a) Visits and consultation with stakeholders:

With the approval of the EIB/JASPERS Project Manager and/or Head of Division, the contractor may establish contacts and working relations at relevant levels, and under, with:

- The relevant services within the EIB in Luxembourg and Kyiv;
- The Programme Management Support Expert team, an external Expert procured by the EIB to support the planning, implementation and monitoring of the EU4U advisory programme
- National authorities involved in the coordination and decision making related to infrastructure investments in Ukraine;
- Identified promoters related to the individual projects ready for implementation;

b) Establish an office in Kyiv

With the approval of the EIB/JASPERS Project Manager and/or Head of Division, Experts will establish themselves in EIB Office in Kyiv and may have an office or frequent presence in the respective Ministries as a centre of the project activities in Ukraine. Experts will incur no costs associated with office space.

c) Participate in Project Assignments

At the start of the inception period, Experts will receive assignments from EIB/JASPERS. Experts should be prepared to begin working on these assignments as integral members of the EIB/JASPERS teams. They will work on these advisory assignments alongside EIB experts and are expected to provide high-quality technical advice to the counterparts.

Under the supervision of EIB/JASPERS, Experts may also be required to identify and create potential new assignments based on counterpart needs. These proposals should be submitted to the EIB for approval. Specifically, Experts will be expected to prepare assignment fiches, guidance notes, Action Completion Notes, and any other standard documentation associated with typical EIB/JASPERS assignments.

d) Inception Report

Upon the request of the EIB/JASPERS Project Manager and/or Head of Division, the Experts might be required to prepare an Inception Report for approval no later than 10 weeks after the start of the contract. Based on the discussion with EIB/JASPERS Project Manager and/or Head of Division, the Inception Report may include:

- key findings during the Inception period;
- priority activities identified and subsequent organisation of the work by Experts;
- overall work plan, including specification of planned activities and inputs (including outputs, and anticipated results);
- project Management Plan;
- illustration of established internal and external communication, reporting mechanism and routines, including functional implementation arrangements;
- updated assessment of the risks and assumptions for the implementation (identified risks and proposed mitigation measures should be included in the inception report);
- set of indicators, mainly related to advisory assignments to work on;
- an indicative breakdown of incidental expenditures.

• **Specific activities during the project implementation**

Depending on the stage of preparation of the individual projects Experts will be requested to support the Beneficiaries at various stages of the project cycle. The process for agreeing the scope of each Expert's assignment will be determined by the EIB/JASPERS Head of Division and experts. The activities will be in line with the job description for EIB/JASPERS staff and will be part of the objectives for the Expert.

• **Capacity building and on-the-job training**

Experts are expected to transfer know-how to the Beneficiary ministries and institutions. Training should be based on concrete practical work, best practices and lessons learned. "On the job training" through the involvement of relevant Beneficiary representatives in the feasibility study and other preparatory work should be considered as an effective knowledge transfer methodology.

4.3 Deliverables

The deliverables for each assignment will be defined in the assignment fiches which are approved by the EIB and the EC for each assignment.

4.4 Cross cutting issues

All EIB lending and technical assistance activities, including this assignment, are to be consistent with our relevant policies and commitments, including the following:

- [EIB Environmental and Social Standards Overview](#)
- [The EIB Group Climate Bank Roadmap 2021-2025](#)
- [EIB Strategic Approach to Fragility and Conflict](#)
- [Human rights and the EIB](#)
- [Transparency and access to information \(eib.org\)](#)
- [Guide to Procurement for projects financed by the EIB](#)
- [DG REGIO CBA Guide for 2014-2020 \(eib.org\)](#)
- [Economic Appraisal Vademecum 2021-2027 \(eib.org\)](#)

4.5 Project management

- **Management structure**

EIB/JASPERS will oversee the overall coordination and daily management of the assignment. The EIB/JASPERS team will designate a Project Manager who will supervise the Experts and report to the Head of Division at EIB/JASPERS. Other EIB/JASPERS staff can support the assignment and can potentially manage the sectoral Experts.

The EIB's representation office in Kyiv will be regularly informed about the activities and may collaborate with the Experts if and when required.

Additionally, the Experts are expected to maintain close communication with other EIB staff as per the agreement with the EIB/JASPERS Project Manager and Head of Division.

The EIB's Expert Procurement and Contract Management (GLO/CFG/ADV/CPCM) Unit, part of the GLO Advisory Division, will serve as the Contracting Authority and handle the contractual and administrative aspects of the TA contract.

- **Support to be provided by the EIB**

The EIB will provide the Experts, upon request, with information relevant to the assignment which is available to it and not covered by any confidentiality agreements and will fully cooperate with the Experts in order to achieve the best results.

EIB benefits from VAT exemption on its purchases in Member States of the European Union; which means that the Experts' activities performed in the EU (e.g. home office) can be exempt of VAT.

5 LOGISTICS AND TIMING

5.1 Location

The Experts will be based in Ukraine. Regular travels to Luxembourg can be expected.

5.2 Start date & period of implementation

The intended start date is expected to be December 2024 and the period of implementation of the contract will be 36 months from the start date. Please see Articles 3 and 4 of the Special Conditions for the actual start date and period of implementation.

The Contracting Authority may, at its own discretion, extend the Service Contract implementation period for up to 100% and the maximum value up to 60%. Any such extension would be subject to the satisfactory performance of the Expert. This will be judged in terms of the progress made towards achievement of the project goals, and delivery of the anticipated results. The intervention of events outside the Expert's control shall also be taken into consideration.

5.3 Security

Given the ongoing war in Ukraine, the tenderer must ensure the security and safety of their staff by taking necessary protection measures. To this end, the tenderer will develop and implement a comprehensive security plan outlining these measures and procedures. This security plan must be submitted to the Contracting Authority along with the inception report for informational purposes. The EIB corporate security services are available to support risk assessment and may provide feedback on the security plan. Travel to specific project areas should be based on the Experts' own security and safety assessments. Security costs related to travel and missions to project areas will be covered by the Incidental Expenditure budget (see section 6.6 below). While direct cooperation with Ukrainian counterparts is crucial, non-essential travel should be minimized. All missions will be approved by the Contracting Authority. Teleworking arrangements should be encouraged whenever appropriate and as long as the security situation remains unstable.

6 REQUIREMENTS

6.1 General

Experts shall provide the necessary expertise and time to efficiently complete all activities required under the scope of the TA operation, ensuring the specific and overall objectives of the contract are achieved in terms of time, cost, and quality. Please note that civil servants and other staff of the public administration of the partner country, or of international/regional organizations based in the country, cannot be recruited as experts unless prior written approval has been obtained from the Contracting Authority on a case-by-case basis. The justification for such recruitment should be submitted with the tender and must include information on the added value the expert will bring, as well as proof that the expert is seconded or on personal leave.

As part of this assignment, it is expected that **three** Key Experts will be engaged, each playing a crucial role in the implementation. The tenderer must submit CVs and Statements of Exclusivity and Availability for these Experts. The assignment can also mobilise Non-Key Experts at the beginning or during the implementation of the contract, based on the needs of the project. The tenderer is not expected to submit CVs for Non-Key Experts.

6.2 General Expert Profile

• Key Experts

Key Experts will share a common profile, each specializing in a specific sector. Their responsibilities include managing assignments within the following sectors: Transport, Energy, and Social Housing. Essential qualifications and skills include:

Qualification and skills:

- Academic background, preferably at the master's level or equivalent, specialized in the respective sector (Transport, Energy, or Social Housing).
- Proficiency in English; knowledge of Ukrainian is advantageous.

General professional experience:

- Ideally, at least 15 years of general working experience.
- Ideally, at least 10 years of experience in the respective sector (Transport, Energy, or Social Housing).

Specific professional experience:

- Proven experience working with public administrations and/or national organizations in the EU, and EU pre-accession countries. Advantageous to have specific experience in Central and Eastern Europe, particularly in Ukraine or Moldova.
- Preferably, at least 5 years of international experience in advisory.
- Familiarity with EU/IFI procedures related to environmental and social impact assessments, economic appraisal of projects (CBA), and international procurement standards.

- **Non-Key Experts**

Non-key experts will share a common profile, each specializing in a specific sector. Their responsibilities include managing assignments within the following sectors: Municipal Infrastructure, Public Investment Management, Environmental/Agriculture, Telecom/Digital, or Health.

Qualification and skills:

- Academic background, preferably at the master's level or equivalent, specialized in the respective sector (Municipal Infrastructure, Public Investment Management, Environmental/Agriculture, Telecom/Digital, or Health.).
- Proficiency in English; knowledge of Ukrainian is advantageous.

General professional experience:

- Ideally, at least 15 years of general working experience.
- Ideally, at least 10 years of experience in the respective sector (Municipal Infrastructure, Public Investment Management, Environmental/Agriculture, Telecom/Digital, or Health).

Specific professional experience:

- Proven experience working with public administrations and/or national organizations in the EU, and EU pre-accession countries. Advantageous to have specific experience in Central and Eastern Europe, particularly in Ukraine or Moldova.
- Preferably, at least 5 years of international experience in advisory.
- Familiarity with EU/IFI procedures related to environmental and social impact assessments, economic appraisal of projects (CBA), and international procurement standards.

This assignment is expected to require about 4,620 person-days of Key and Non-Key Experts. For Key Experts, this is calculated as 220 working days per year x 3 years x 3 Key Experts. For Non-key experts, this is calculated as 176 working days per year x 3 years x 5 Non-Key Experts. On average, the number of working days for Non-Key Experts is estimated to be lower as some Non-Key Experts can be mobilised during the implementation of the contract, based on the needs of the project.

The list of Experts and the **minimum** inputs are as follows:

Expert	Estimated Person-days
Key Expert 1: Transport	660
Key Expert 2: Energy	660
Key Expert 3: Social Housing	660

Expert	Estimated Person-days
Non-key Experts	2640
Total Person-days	4,620

6.3 Travel and associated costs

International (mobilisation and demobilisation) and local transport and associated costs (vehicles incl. drivers if considered necessary, per diem, etc.) of Experts posted on site should be included in the fees.

6.4 Office accommodation

The Experts will work at EIB Office in Kyiv and in some occasions in the Beneficiary offices. The office accommodation and running costs are to be covered by the EIB (for the EIB Kyiv Office) or the Beneficiary (for the ministry office).

6.5 Equipment

The EIB will provide the necessary IT equipment to Experts to facilitate their work. This includes laptops, software, and other necessary tools required for the completion of their assignments.

6.6 Incidental expenditure

The provision for incidental expenditure covers the ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs which should be covered by the Experts as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract. It covers:

- travel costs and subsistence allowances for missions of the Experts outside of Ukraine to be undertaken as part of this contract. If applicable, it should be indicated if the provision includes costs for environmental measures, for example CO2 offsetting;
- organisation of meetings, seminars, workshops and other events, including simultaneous interpretation;
- costs for printing training material (leaflets, booklets etc.);
- communication and visibility material and actions, dissemination of experience gained and results achieved at key stages of the implementation period for the sub-projects related;
- translations of key documents and outputs from English into local official language if explicitly required by Beneficiaries or from local official language to English if previous project documentation has been prepared in local official language;
- special surveys such as topographic, geological, geotechnical, traffic, environmental, purchase of maps, etc., as required by specific sub-projects.
- Any other costs the Contracting authority may consider relevant to the implementation of the tasks and the attainment of the objectives of the contract.

All these expenditures require prior written approval by the Contracting Authority.

The provision for incidental expenditure for this TA operation is **EUR 70,000**. This amount is to be included without modification in the budget breakdown.

Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the Web site: http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en at the start of each such mission. The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the contractor's authorized experts for missions carried out outside the expert's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more.

The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate.

All costs relating to the provision of experts, including travel to/from the Beneficiary and subsistence once there, must be included in the fee rates. The provision for incidental expenditure does not cover travel to/from Ukraine for experts (other than for missions within the contract). These mobilisation and demobilisation costs are included in the fee rates of the experts. In this respect there is no distinction to be made between key and non-key Experts.

An updated indicative breakdown of incidental expenditures is to be provided in the Inception report.

Prior authorisation by the Contracting Authority for the use of the incidental expenditure is required.

An updated indicative breakdown of incidental expenditures is to be provided in the Inception report.

The Contracting Authority may require competitive procurement under the incidental expenditure budget for services above a given threshold.

6.7 Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract in order to proceed with the payment of any pre-financing instalments and/or interim payments.

This provision cannot be decreased but can be increased during execution of the contract.

7 REPORTS

7.1 Reporting requirements

In addition to any documents, reports and output specified under the duties and responsibilities above, the Expert shall provide the following reports:

Name of report	Content	Time of submission
Inception Report	Analysis of existing situation and work plan for the assignment	No later than 10 days after the end of the inception period
6-monthly Interim Reports	Short description of progress including problems encountered; planned work for the next period	No later than 1 month after the end of each 6-months period of the implementation period of the assignment. Dates to be set in agreement during the inception report according to internal reporting requirements
Final Report	Short description of achievements including problems encountered and recommendations;	The draft final report should be submitted 1 month before the end of the implementation period. The final version should be submitted 2 weeks after receiving comments from the Contracting Authority: after the end of the implementation period.

The reports mentioned are described in more details as follow:

- **Inception Report** to be produced after two months from the start of implementation. In the report the Expert shall describe e.g., initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme. It shall confirm the aims of this technical assistance contract. If there are any proposed modifications to the original Terms of Reference due to changed circumstances after arrival on site, these are to be discussed and agreed in principle with the Contracting Authority and the PMT before the submission of the Report.

This Report will describe the Expert's proposed establishment, personnel, and confirm where they will be based, as well as the Expert's proposed approach to the project, taking into consideration the situation at the starting date of the assignment. It will also set out a detailed work plan, including a budget, proposed templates, methods for documentation storage, etc. for completion of the activities in the implementation period, together with a detailed work plan for interrelated, sequential and complex activities with an agreed project log-frame matrix. The expected achievement of the outputs listed in the Terms of Reference should be clearly identified, with any milestones. The inputs to support the first identified TA operations under the EU4U Advisory Programme should be based on a thorough needs assessment taking account of circumstances for each beneficiary.

- **Interim Reports** shall be narrative and shall briefly describe the current status of the assignment, in relation to technical progress; forecast the expected technical progress of the activities for the next period; itemise any outstanding issues that may result in extension of time or unforeseen costs.

These reports should clearly distinguish between activities/outputs achieved and considered finished, and activities still in progress, so that the evaluation of the project is clear. The report will also include progress on the activities of all Non-Key-Experts assignments (with technical attachments as applicable).

- **Final report.** This report shall be submitted in draft format no later than one month before the end of the period of implementation. It shall consist of a narrative section. It shall, *inter alia*:
 - ✓ Describe the status and results for each TA operation under the Programme;
 - ✓ Present any recommendations the Expert wishes to make in view of improving the design and implementation of any future similar activities (The detailed analyses underpinning these recommendations will be presented in annexes to the main report).

The **final version**, incorporating any comments received from the parties on the draft report should be sent at the latest fifteen (15) days after receipt of approval on the draft final report or any longer period agreed with the contracting authority.

All reports will be written in concise, clear and well-edited Standard English and submitted in electronic format. A list of essential contact persons is to be included. The reports should have a title page, which should include assignment name, code or reference, report title, date issued and period covered, and the name and address of the Expert. **The Contracting Authority shall provide the Expert, after the starting date of the assignment, with a recommended structure of the Reports.** The Expert may propose changes to this structure, which must be agreed with the Contracting Authority in advance.

7.2 Submission and approval of reports

Reports and other documents required will be made available in electronic format. They will have to be provided in Microsoft Word compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached). All produced spreadsheets have to be provided in Microsoft Excel compatible format, including all underlying formulas. Such formulas shall be unprotected and available to the EIB.

Please also refer to Article 27.2 of the General conditions for the procedures and deadlines for the approval of reports.

The contact details of EIB's staff members to which the reports shall be submitted will be communicated to the Expert during the kick off meeting. The draft of the reports must be sent in e-copy to these staff members. Following the comments received, the Expert will send a revised version, with the operated changes highlighted, via the same contact, before formally submitting the final version.

Once this report is agreed to by the EIB, a final version shall be submitted in the same way.

7.3 Invoicing

According to the provisions of the General Conditions to the contract, the Interim Progress Reports represent the basis for the interim payments. The invoice should only be submitted to the TA officer and to glo-cpcm-disbursements@eib.org after the approval of the corresponding Interim report.

Furthermore, all invoices (except the request for the pre-financing payment) must be accompanied by the following:

- a financial progress report, covering the six-monthly interim period and containing details of the time inputs of the experts, and the incidental expenditures. The template of the Financial report will be provided by the Contracting Authority at the beginning of the project.
- an expenditure verification report (including the auditor's invoice which needs to indicate the services invoiced and the corresponding period of time) as defined in Article 28 of the General Conditions and in accordance with the template in Annex VII of the contract;
- the written EIB approval received from the TA officer for the above-mentioned reports.

7.4 Visibility requirements

The Expert shall endeavour to publicise any work undertaken and to highlight the participation of the EIB in the programme. The Expert shall follow the EIB Visual Identity Guidelines, which apply to all information and publicity products to be employed in the course of the contract.

The technical assistance operation is financed by the EIB. To ensure the visibility of the EIB Global logo should appear on the cover page of reports produced under the TA Contract. The EIB Global logo may not be used for any other purpose.

The following text should also be included in the reports: "This technical assistance operation is financed under the EU4U Advisory Programme as part of EIB's EU4U Initiative. The EU4U advisory programme is financed from the Bank's own resources and is intended to provide immediate technical assistance needs for the recovery and reconstruction efforts, as well as to provide support Ukraine in their path to EU accession".

The following disclaimer should also be included: "The authors take full responsibility for the contents of this report. The opinions expressed do not necessarily reflect the view of the European Investment Bank".

8 MONITORING AND EVALUATION

8.1 Definition of indicators

Monitoring mechanisms for this assignment will be further defined during the inception period.

* * *