

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title:

Support for Ukraine's EU accession process in the economic sector (STEP IN 2 EU)

Country: Ukraine

Subject of the tender procedure:

Technical Support for Ukraine's Financial Sector on its Reform and EU Accession Path

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0. List of abbreviations

AML	Anti-Money Laundering
AUB	Association of Ukrainian Banks
BCBS 239	Basel Committee on Banking Supervision standard 239
BDF	Business Development Fund of Ukraine
CFT	Countering the Financing of Terrorism
COREP	Common Reporting on Capital Adequacy
CRD	Capital Requirements Directive
CRR	Capital Requirement Regulation
CV	Curriculum Vitae
DFI	Development Finance Institution
DORA	Digital Operational Resilience Act
EBA	European Banking Authority
ECA	Export Credit Agencies
ECB	European Central Bank
ESG	Environmental, Social and Governance
EU	European Union
FIDA	Financial Data Access Framework
FINREP	Financial Reporting
FinTech	Financial Technology
FSD	Financial Sector Development
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation

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GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ICAAP	Internal Capital Adequacy Assessment Process
ILAAP	Internal Liquidity Adequacy Assessment Process
IRRBB /CSRVV	Interest rate risk and credit spread risk
IT	Information Technology
KYC	Know-Your-Customer
LoP	List of Participants
MEEA	Ministry of Economy, Environment and Agriculture of Ukraine
MoF	Ministry of Finance of Ukraine
MSME	Micro, Small and Medium Size Enterprises
NABU	National Association of Banks of Ukraine
NASU	National Association of Insurers of Ukraine
Norad	The Norwegian Agency for Development Cooperation
NBU	National Bank of Ukraine
OECD	Organisation for Economic Co-operation and Development
PSD	Payment Services Directive
RADAR	Risk Data Aggregation and Risk Reporting
ReACT4UA	Utilization and Implementation of the Association Agreement between the EU and Ukraine in the field of trade
SR	Supervisory Review
SEPA	Single Euro Payments Area
STEP IN 2 EU	Support for Trade, Economy, Policies, Institutions, Norms
TA	Technical Assistance
ToRs	Terms of Reference

1. Context

Ukraine's economy is under tremendous strain due to the full-scale Russian military aggression. After a GDP contraction of 28.8 % in 2022, the economy rebounded by about 5.5 % in 2023. In 2024, growth slowed to 2.9 %. The recovery momentum has weakened: growth in each quarter of 2024 was gradually lower than in the corresponding quarters of 2023, and the fourth quarter recorded a 0.1 % year-on-year drop. In early 2025, this trend continued: real GDP rose by 0.9 % in the first quarter year-on-year. Forecasts now point to only modest growth: the OECD projects about 2 % growth for 2025.

The economy is now entering a third year of functioning under wartime conditions. On the human-displacement front, as of late 2024 more than 3.6 million people were internally displaced within Ukraine. The Office of the United Nations High Commissioner for Refugees estimated that as of October 3, 2025, about 5.8 million citizens had left Ukraine for the European Union and other countries as a result of the Russian aggression. This level of displacement continues to destabilise households, weaken local economies, and erode regional business structures.

Furthermore, repeated Russian air- and missile-strikes have severely damaged critical infrastructure — especially in the heating and energy sectors — undermining production across many industries. On top of that, the financing environment for companies (particularly MSME) remains highly constrained: war-related default risks and limited financial intermediation continue to hamper working-capital access and investment.

Despite the difficult situation, there is a potential for economic and financial sector reforms. The prospect of EU accession has unleashed an appetite for these reforms that can improve the conditions for Ukraine's economic development structurally and sustainably.

The Ukraine Plan outlines the Ukrainian Government's vision for recovery, reconstruction and modernisation of the country and fosters reforms aimed at the Ukraine's EU accession. It also provides the basis for disbursements from the EU's Ukraine Facility, which will provide financial resources for implementing reforms in the real economy as well as in the financial sector until 2027. The implementation of these reforms is expected to lead to a significant improvement in the business environment.

Ukraine's financial sector is undergoing a comprehensive transformation as part of the country's EU accession process. The National Bank of Ukraine (NBU), alongside financial sector associations such as the Association of Ukrainian Banks (AUB), the National Association of Banks of Ukraine (NABU) and the National Association of Insurers of Ukraine (NASU), are playing a central role in aligning national regulation with EU requirements and the *acquis* process, especially under Chapter 9 – Financial Services.

The international cooperation programme STEP IN 2 EU is co-funded by the German and Norwegian Governments, and the European Union under its EU4Business initiative and

implemented by the German federal company "Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH". The programme aims to support the Government of Ukraine in the EU accession progress on economic chapters and create better economic conditions and financing options for Ukrainian companies to benefit from integrating into the EU single market.

The **Module Objective of the Programme** is: The economic policy environment for the EU Single Market integration of Ukrainian businesses, including financing options, has improved.

To achieve this overarching goal, the Programme will concentrate on the following priority areas:

Output 1: "The institutional capacities of the Ministry of Economy, Environment and Agriculture of Ukraine (MEEA), National Bank of Ukraine (NBU) and other relevant actors for drafting economic policy reforms for the EU single market integration of Ukrainian businesses have been strengthened." Support for economic development and corresponding measures of the MEEA and the Ministry of Finance of Ukraine (MoF), particularly regarding the requirements of companies and financial institutions in relation to EU Accession and the implementation of European regulations. The institutional support also applies for the continuation of the cooperation with the NBU on further implementation of EU standards in the Ukrainian financial sector.

Output 2: "Implementation of economic policy reforms to support single market integration of Ukrainian businesses and financial institutions has improved." Technical support for the implementation of the above-mentioned Government support measures in selected sectors in the MSME segment, with a strong focus on reforms in the financial sector (banks and insurance companies).

Output 3: "The location-based conditions for prioritised sectors in selected regions have improved." Regional economic development in cooperation with decentralised administrations and districts in the area of MSME support.

Output 4: "The capacity of selected financial institutions to provide financial services for Ukrainian businesses has improved." Promotion of MSME financing conducted with the above-mentioned associations (NABU, AUB, NASU) in Ukraine, together with the Business Development Fund (BDF).

2. Tasks to be performed by the contractor

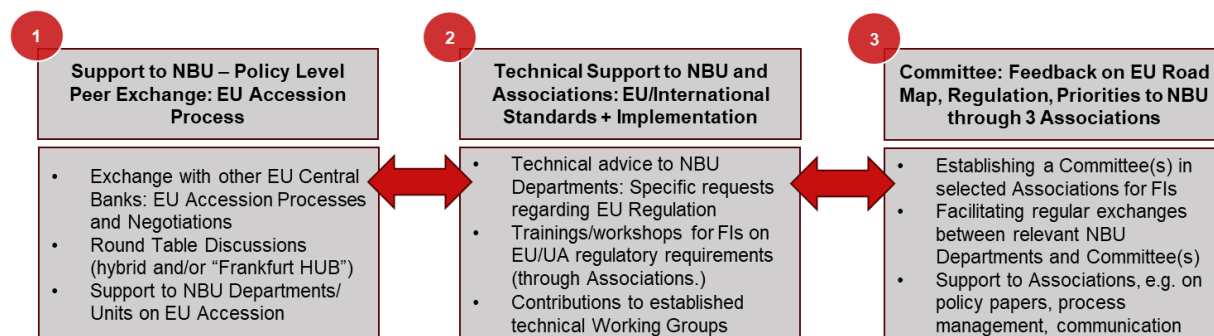
2.1 Term

The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, Work Packages, milestones

Within the above-described context, **the contractor is responsible for contributing expert support to achieve targets related to Outputs 1, 2 and 4 in the financial sector.** The focus shall be placed on strengthening the institutional and technical capacity of the NBU and financial institutions through their associations by offering expert support, technical capacity building, facilitating dialogue and communication with stakeholders in view of regulations required and related to Ukraine's EU integration process.

Overall, the support and capacity development measures provided to the NBU and financial institutions through associations are planned (1) on policy level with a focus on EU accession processes and negotiations; (2) on technical level with a focus on EU standards and their implementation; and (3) on the level of committees with a focus on establishing a dialogue and feedback format between NBU and the financial sector. The following graph illustrates these three main work streams of the cooperation with the NBU and the associations in the banking and insurance sector.



The scope of these ToRs mainly covers the provision of the technical support to NBU and associations (workstream 2). It focuses on organising and conducting various training sessions and workshops aimed at transferring technical know-how, as well as facilitating discussions with NBU departments and cross-functional working groups within the main associations (AUB, NABU, NASU as GIZ' key partners). Some of these working groups are already established, while others might need to be created as a part of this assignment.

The workstreams 1 and 3 in this graph are subject of work with other consultants/experts and fall outside the scope of this assignment. However, there are important linkages and synergies between these areas, making the flow of information and regular exchanges essential, for example:

- (i) The technical debates on specific regulatory topics and related reform processes of the Ukrainian banking and insurance sector might be of relevance for the round-table discussions of NBU with other EU Central Banks, especially in view of priorities and reform challenges. Therefore, the contractor of this tender shall participate in relevant round-table meetings under workstream 1.
- (ii) The technical exchanges at workshops and conferences of the NBU and/ or financial sectors institutions might become part of the bottom-up feedback of banks or insurance companies to the NBU through the committee(s) to be established in workstream 3. Therefore, a regular exchange between the responsible parties is crucial.

The GIZ Financial Sector Development (FSD) Team will actively contribute to the coordination and overall steering of these three workstreams.

The following Work Packages describe in detail the scope of the assignment within this tender (workstream 2):

Please note that regulatory requirements related to Environmental, Social, and Governance (ESG) and sustainable finance will be addressed by the Finance Team within the Energy and Climate Cluster of GIZ Ukraine. Consequently, technical support in the area of ESG and sustainable finance standards, though considered highly relevant for the EU accession process, are not conducted under this assignment.

Work Package 1: Strengthening Technical Capacity of NBU (Part of Output 1)

This Work Package aims to enhance NBU's alignment with EU regulatory frameworks and international best practices by delivering training, practical learning, and expert guidance. Overall, this Work Package is expected to produce tangible outputs in the form of training materials, guidelines, technical working papers (including case studies), and analytical tools, while also providing lasting outcomes such as an improved regulatory and supervisory capacity, showing a stronger alignment with EU standards.

Targeted Training Modules

Through the delivery of targeted training modules on EU regulation and standards, Basel III, and related supervisory frameworks, NBU staff shall gain deep knowledge and practical understanding of regulatory developments and their application to day-to-day supervisory work. Modes of delivery for the described services can include training, workshops for selected departments, mentoring/ coaching of individual staff members (management level) or work in

small groups within the NBU, as well providing ad-hoc support. **The contractor shall suggest modes of delivery for technical capacity development measures.**

A variety of relevant topics and regulatory challenges, partly directly related to the Basel III framework, but also related to non-financial risks such as data privacy and protection, have been discussed with the NBU in 2025. Under this assignment, the contractor shall address and provide technical inputs for the NBU as well as in workshops and seminars for financial institutions (see Work Package 2) on topics such as:

Basel pillar 1: Equity requirements and structure, especially regarding credit risk, market risk, credit valuation adjustments and operational risk (Capital requirements regulation/directive – CRR/ CRD)

Basel pillar 2: Supervisory review processes and internal governance (Internal Capital Adequacy Assessment Process, Internal Liquidity Adequacy Assessment Process and Supervisory Review – ICAAP/ ILAAP/ SR)

Basel pillar 3: Market discipline and reporting requirements (common reporting framework and financial reporting framework – COREP/ FINREP)

In addition, a variety of non-financial risks are of high relevance, for example: information security management, especially data privacy, data protection, IT resilience, and outsourcing management (Digital Operational Resilience Act – DORA) or fraud protection, Know-Your-Customer (KYC) checks, anti-money laundering, and terrorism countering (EU Anti-money laundering package and countering the financing of terrorism – AML/ CFT).

The pool of experts shall address the above-mentioned topics as well as the following challenges, based on the needs of the NBU and financial sector institutions:

- Managing market risks in the banking book (IRRBB/ CSRBB)
- Risk data management and reporting standards (RADAR/ BCBS 239)
- Open finance and payment services regulation (PSD/ FIDA)
- Capital adequacy in insurance companies (Solvency II)
- Digital payment systems and integration of Ukraine into the SEPA system.

In order to identify and select these key topics, the contractor shall regularly assess NBU's capacity-building needs through interviews or other suitable methods. Activities shall focus on supporting EU accession, in particular reforms under Chapter 9 (Financial Services), and on implementing European regulatory standards in line with priorities defined by Ukrainian partners. Some technical support measures might also be related to other Chapters of the EU Acquis process with direct financial sector linkages.

Based on further needs assessments with the NBU, the contractor shall develop and implement capacity-building plans and training modules for the NBU in close coordination with the GIZ FSD Team.

To ensure flexibility and effectiveness, various training, mentoring/ coaching and workshop formats (including hybrid and digital) should be applied in agreement with the NBU. Given the current war situation, international travel will remain limited. Therefore, experts with national experience shall be engaged to support on-site formats in Kyiv.

The GIZ Ukraine premises may be used for conducting the trainings.

Milestones for Work Package 1	Delivery date/period
Milestone 1. Needs and priorities of the NBU are identified and confirmed	1 month after the start of the contract and then every 6 months
Milestone 2. Training plans are developed, revised, and approved by NBU and GIZ	2 months after the start of the contract and then revised every 6 months
Milestone 3. Trainings are conducted and competencies of the NBU are improved through conduction of technical capacity building measures; corresponding feedback is provided to GIZ.	Trainings have been conducted, and feedback is provided 12 months after the start of the contract- And then 6 months later, capacity building measures are revised.

Practical Learning Summer School

To complement the capacity-building modules, the contractor shall design and implement an experiential learning format focused on technical deep dives into EU financial regulation and standards. For this purpose, a one-week Summer School shall be conceptually developed, organised, and implemented annually over two consecutive years, starting in 2026, in Frankfurt-am-Main, Germany. The Summer School shall be planned and carried out in close coordination with the NBU and the GIZ FSD Team.

Frankfurt am Main, as Germany's leading financial hub, provides an ideal setting for this event. It enables the participation of a wide range of relevant stakeholders — including representatives from European and German financial institutions, the European Central Bank (ECB), and other European partners — thereby fostering peer learning and professional exchange with NBU participants.

The Summer School is understood as a structured training and knowledge exchange programme (not a study tour) that combines theoretical and practical learning components. Its aim is to deepen participants' understanding of European financial standards, governance frameworks, and supervisory cooperation, while strengthening institutional capacities and networks that support Ukraine's gradual integration into the EU.

The Summer School shall include a balanced mix of interactive and practice-oriented learning formats, such as:

- Expert lectures and keynote presentations by EU/ German regulators, financial institutions, and academic experts;
- Case studies and group exercises linking EU regulatory principles to Ukraine's reform context;
- Thematic workshops and panel discussions on financial sector reforms, and supervisory practices;
- Peer exchange sessions for participants to share experiences and lessons learned;
- Optional on-site visits to selected partner institutions or financial sector associations, where directly relevant to the thematic focus.

The contractor shall develop a conceptual framework for two Summer Schools that ensures continuity, thematic coherence, and a strong engagement of the NBU, relevant financial institutions/and academic partners to broaden learning and networking opportunities. The conceptual framework shall take opportunities for a long-term training format, beyond the maturity of this assignment, into account – depending on the feedback of the NBU and the participants in 2026 and 2027.

In close coordination with the GIZ FSD Team, the contractor proposes, contacts, and invites the experts for lectures and presentations. The contractor is also responsible for the organisation of the planned on-site visits. The contractor is responsible for organising respective training sessions and materials, and, if required, interpretation and translation services. The Summer School shall be designed for up to 20 participants. The contractor arranges and finances all logistics for participants (catering, transport, accommodation) and covers its own participation and travel costs. The venue will be organised and financed by the GIZ.

Milestones for Work Package 1	Delivery date/period
Milestone 4. Concept of two Summer Schools is developed and confirmed by the NBU and GIZ	6 months after the start of the contract
Milestone 5. The first summer school (2026) is implemented and evaluated and main take-aways and assessments by the participants are discussed with NBU and GIZ	1 month after the conduction of the Summer School in 2026 and in 2027

Expert Support in the Development of Guidelines and Policy Papers

The provision of expert support to NBU departments shall lead to the development and refinement of internal guidelines, directives or specific policy papers on selected regulatory and supervisory topics. These guidelines will serve as practical reference tools, contributing to greater consistency and alignment of NBU policies with EU norms and best practices.

The contractor shall provide expert assistance from experts with national and international experience in drafting or updating NBU guidelines on selected supervisory or policy topics, as defined in coordination with the NBU. Together with relevant departments of the NBU, the contractor shall assess and identify priority topics and shall then support the NBU in the drafting and reviewing of the guidelines, focusing on the alignment with EU and international best practices. Final responsibility for the development of guidelines or policy papers, however, remains with the Ukrainian partners.

Furthermore, joint working sessions shall be conducted to discuss implementation patterns and feedback mechanisms from the industry. The contractor supports with expertise and guidance as a facilitator/ enabler.

Milestones for Work Package 1	Delivery date/period
Milestone 6. Support has been provided for the development of guidelines/ policy papers to NBU - with the involvement of the representatives of financial sector institutions.	On NBU's and GIZ's demand.

Work Package 2: Capacity Building and Dialogue Facilitation through Associations (Part of Output 2)

This Work Package aims to strengthen the institutional and professional capacities of Ukraine's financial sector stakeholders — including AUB, NABU, NASU, and selected non-bank financial service providers — through targeted trainings, seminars, conferences, and exchanges with EU counterparts.

Work Package 2 focuses on deepening knowledge, collaboration, and regulatory alignment across Ukraine's financial ecosystem. By engaging associations of financial institutions, banks and non-bank-financial service providers in a series of structured learning activities, workshops and exchanges, the work within this package shall promote the harmonisation with EU standards, encourage dialogue between the regulator and the private as well as state-owned financial institutions, and support the dissemination of best practices from the EU member states.

Trainings and Seminars

Training and seminars for banks, insurance companies and other non-bank financial service providers related to EU financial sector standards and required steps in their implementation will be primarily organised and carried out by the associations. The contractor shall support them in:

- designing effective capacity-building measures;
- providing technical content and expertise;

- delivering the capacity building.

Key topics related to EU reform measures and EU accession have been discussed and identified with Ukrainian partners in 2025. Therefore, the contractor's primary responsibility will be to provide and deliver the technical content within the training formats and seminars (see draft list of potential topics mentioned in Work Package 1). Further thematic areas may include prudential regulation, risk management, consumer protection, digital banking, Solvency II, corporate governance, fintech development, etc.

Furthermore, the contractor shall propose an opportunity for providing financial institutions with an overview of existing standards and new EU regulatory requirements to help the industry/associations in defining priorities and possibly roadmaps for further implementation of standards.

The participants will be selected by the associations in close coordination with the GIZ FSD Team. The contractor shall together with the associations and in close coordination with the GIZ FSD Team assess and identify (e.g., through interviews, workshops, or other formats, as appropriate) the capacity building needs of the different target groups and develop training plans and seminars. Based on the assessment carried out, the contractor shall develop and deliver the training plans and seminars for the financial industry, in close cooperation with the associations (co-creation process).

Milestones for Work Package 2	Delivery date/period
Milestone 7. Needs of the financial institutions are confirmed and agreed upon with the Associations and GIZ FSD Team	2 months after the start of the contract
Milestone 8. Training plans are developed jointly with the respective Associations and confirmed by GIZ FSD Team	3 months after the start of the contract
Milestone 9. Competencies of the financial sector stakeholders are improved through the conduction of capacity building measures; corresponding feedback is provided to GIZ,	One month before the contracts end

Conferences in Ukraine

The contractor shall support and promote international exchange and learning between Ukrainian and EU financial stakeholders to foster dialogue between the banking sector, the regulator, and industry experts and to strengthen collaboration and policy dialogue between NABU, AUB, commercial banks, non-bank financial service providers and international partners.

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Up to three conferences with industry, banks, insurance companies, non-bank financial service providers and EU counterparts will be organised and carried out by the associations in Kyiv or another Ukrainian city. Thus, the contractor shall support in:

- developing a detailed agenda of the conferences;
- coordinating the panels and discussions with the panellists;
- providing technical expertise and input during the conferences;
- support a moderation concept for the conferences;
- summarising and sharing in close coordination with the GIZ FSD Team the key findings, recommendations as well as follow-up actions to policymakers and the financial community.

The topics will be defined in close collaboration with the stakeholders e.g. through the Round Tables and exchange formats organised simultaneously by GIZ (see graph above with an overview on main workstreams). Topics can also include e.g. current challenges regarding financial stability, digital transformation, EU integration pathways, market development and product innovation in the insurance sector, or innovation trends in the financial sector.

The associations or the GIZ will handle all logistical aspects of organising the conference, providing venue, catering, technical support, materials, and, if necessary, translation services. The accommodation and travel arrangements for international participants, if envisaged, shall be organised and covered by the associations and/ or GIZ.

These conferences shall take place in Ukraine, in a hybrid format, depending on the security situation.

This work shall benefit from building up sustainable partnerships with EU counterparts and peers, e.g. in a cooperation with associations from other EU member states.

Milestones for Work Package 2	Delivery date/period
Milestone 10. The concept and agendas of up to three conferences are developed jointly with the respective Associations and approved by the GIZ FSD Team.	2 months prior to the conference
Milestone 11. The three conducted conferences are evaluated, and main key learnings, recommendations and follow-up actions are discussed with the Associations and GIZ FSD Team.	2 weeks after the conference

Work Package 3: MSME Financing - Challenges and Opportunities for Financial Institutions in Ukraine (Part of Output 4)

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MSME in Ukraine face limited access to finance, compounded by war-related risks and market disruptions. Banks, insurance companies, and FinTech firms play a critical role in improving this access through loans, insurance and trade finance products.

Over recent years, various financial institutions — private and state-owned banks, cooperative banks/ credit unions, insurance firms, and FinTech providers — have expressed growing interest in MSME financing. However, both demand-side (private firms, MSME) and supply-side (financial institutions) constraints remain, including regulatory barriers, high-risk perceptions, and limited product innovation.

This Work Package aims to enhance access to financial services for MSME in Ukraine by:

- Diversifying financial products and services for MSME (loans, saving products, matching grants, insurance, export/trade finance);
- Strengthening the resilience of banks' MSME portfolios;
- Promoting the exchange of financial institutions with MSME and their associations in selected economic sectors; these dialogue formats shall include gender-related topics;
- Promoting integration of Ukrainian financial institutions into international trade finance and insurance networks.

These measures shall contribute to economic stability, private sector development, and investment growth in Ukraine — even under war conditions.

Cooperation with Banks and their Associations on SME Financing

To enhance the strategic, technical, and operational capacities of banks and their associations in supporting SME financing, the contractor will provide advisory services, technical recommendations, and training based on best practices and case studies from other countries. Key activities include:

- **Dialogue Facilitation:** Organise discussions between banks (through their associations) and selected MSME within the STEP IN 2 EU Programme. MSME can also be represented by their economic sector associations. The goal is to foster MSME financing and better understand their financial service needs.
- **Research and Discussion:** Investigate and address regulatory, technical, and risk-related bottlenecks in MSME financing. Key questions include how to manage these bottlenecks e.g. with the NBU and relevant government ministries, and how financial institutions can effectively manage real and perceived risks (discussions will take place in existing working groups within AUB and/or NABU).

- **Workshops:** Support banks through workshops organised with associations on topics such as portfolio development, MSME loan product design tailored to sectoral needs and risk profiles, promoting digital innovation, risk/return calculations, and portfolio diversification to improve profitability and resilience.
- **Facilitation with the BDF:** Facilitate dialogue between banks/associations and the Business Development Fund (BDF) on overarching MSME financing topics, including gender-related challenges in Ukraine.
- **Guidance and Training:** Develop guidance materials and conduct workshops on credit risk management, SME segmentation, and performance measurement.

Coordination with DFIs:

Several international development finance institutions (DFIs) provide technical support to their partner banks in Ukraine to promote SME portfolio development and the on-lending of credit/grant lines to specific target groups. GIZ regularly communicates with these DFIs to align technical services and integrate them into workshops. Long-standing cooperation between GIZ and the BDF ensures transparency and efficient alignment of technical interventions for improved SME access to financial services. The contractor will support the GIZ FSD Team in coordinating with DFIs, their consultants, the BDF, and banking associations to identify relevant topics, avoid duplication of technical assistance, and address key bottlenecks and challenges.

Cooperation with the Insurance Industry and NASU

The availability of insurance products for SMEs is a significant challenge, with the market being marginal and appropriate products almost non-existent. This situation has worsened during the Russian aggression.

In collaboration with NASU, which already works with banking associations and relevant working groups on MSME financing, the contractor shall develop a workplan to address these issues. Key tasks and technical services include:

- **Dialogue Facilitation:** Organise discussions between insurance companies and their associations on major challenges and market opportunities, considering MSME needs. MSME association representatives will be involved to promote insurance solutions and better understand the demand for standardised or tailored products.
- **Research and Discussion:** Investigate and discuss regulatory, technical, and risk-related bottlenecks in MSME financing, focusing on insurance products. Appropriate insurance products are often a prerequisite for banks to provide loans. These discussions will take place in existing working groups at NASU or those within NABU and AUB.

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Trade and Export Financing

To enhance the financial sector's capacity to support the trade and export activities of Ukrainian enterprises, particularly SMEs, the contractor shall provide advisory support on designing and implementing trade and export financing instruments such as guarantees, export credit lines, factoring, and export insurance solutions.

In collaboration with the Ukrainian Export Credit Agencies (ECA) and associations, the contractor shall organise training and workshops on international trade finance practices. These sessions will cover documentation requirements, compliance, and risk mitigation mechanisms.

The contractor shall facilitate engagement with export credit agencies, chambers of commerce, and financial institutions within the EU to promote cooperation and knowledge sharing. This will be done in close cooperation and alignment with the GIZ FSD Team.

GIZ will support this work package by involving long-term partners in the private and public insurance and trade finance sectors. For instance, the cooperation between Euler-Hermes (Allianz Group) and Ukraine will be strengthened.

Studies and Expert Exchanges

To enhance evidence-based decision-making and foster international cooperation in MSME and trade financing, the contractor will, upon demand:

- Conduct focus studies and create working papers on topics such as SME financing gaps, best practices in credit risk assessment, innovative digital solutions, and the performance of trade finance instruments in comparable markets.
- Develop focused analytical reports and recommendations for financial sector stakeholders, based on desk research and interviews with key stakeholders or target groups, in close cooperation with associations. Reports will be written in English and Ukrainian. The reports will be used for internal decision making and can after approval by the GIZ FSD Team be shared with a wider audience.

To complement the developed studies and research the contractor shall embed them in expert discussions with Ukrainian and EU experts. The expert exchanges shall enable Ukrainian financial institutions to learn from European models in SME support and export financing. The exchanges shall also facilitate peer-to-peer learning between Ukrainian and EU financial institutions. The key lessons learned from these expert exchanges shall also be considered and evaluated in the research report.

Milestones for Work Package 3	Delivery date/period
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Milestone 12. Road map for the main areas of work is defined by the industry and Associations and GIZ FSD Team (based on conducted research / thematic papers)	3 months after the start of the contract
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Work Package 4: Project Consultation and Sounding Board

The contractor shall provide on-demand financial advice to project staff and political partners, including support in developing cooperation activities, concepts, reports, sectoral analysis, and operational planning. They shall also assist in aligning policy-level workstreams with the NBU and Ukrainian banking associations (see Output 1).

The contractor shall participate in meetings with key partners to align technical advice and dialogue platforms with the GIZ FSD Team. They shall provide policy-level advice and develop road maps for cooperation with the NBU and key partners, based on the STEP IN 2 EU log frame and indicators.

As an advisor and sounding board for the GIZ FSD Team, the contractor shall regularly exchange strategic insights on the financial sector's development in Ukraine, considering the current economic, political, and war-related challenges. They shall offer recommendations and feedback from technical workshops on financial institution challenges, reform priorities, and compliance issues related to Ukraine's EU accession.

The contractor shall provide feedback and advice on specific requests from the NBU and other partners, including ad-hoc research or recommendations on topics related to specific chapters of the EU-Acquis, OECD-Codes linkages or market development updates.

Monthly one-hour online jour fixes will be scheduled with the GIZ FSD Team for strategic and technical exchange. Furthermore, given the challenging situation in Ukraine, the contractor shall attend regular high-level strategic meetings (online or in Germany) between consultancies, key Ukrainian partners, and GIZ which will ensure ongoing alignment of the main financial sector workstreams.

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements:
 - Work Package 1 and 4 correspond to Output 1, Internal order 12550010000: 50%
 - Work Package 2 corresponds to Output 2, Internal order 12550020000: 30%
 - Work Package 3 correspond to Output 4, Internal order 12550040000: 20%

Monitoring and reporting requirements:

The contractor plays an active role in the results-based monitoring of the project. The contractor must allocate sufficient time and resources to complete the tasks listed below.

Regular monitoring activities must include:

- Implementation description: Provide a detailed description and assess the extent to which activities are implemented.
- Objective Achievement: Evaluate the degree to which objectives, indicators, and milestones outlined in the Terms of Reference (ToRs) have been achieved.
- Template Completion: Use the provided template from GIZ (will be shared with the contractor after the kick-off meeting) for reporting
- Results that have occurred in the contractor's sphere of responsibility
- Risks

All fields in the templates must be properly filled out and all requested data provided in English. GIZ regularly offers training sessions to contractor on completing these templates. The contractor can also enter monitoring data directly into the web-based internal monitoring tool, which simplifies the process for both parties. Training and credentials for accessing the tool will be provided. Contractor should inform GIZ if they conduct any internal evaluation activities.

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language:

- Inception report in English
- Final report in English

As mentioned above, the reporting template provided by the project is recommended for use. The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Additionally, the contractor is required to produce:

- Contributions to the report to GIZ's commissioning party in English
- Brief half-yearly reports on the implementation status of the project (5-7 pages)

Requirements for company-wide learning, knowledge and innovation:

- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- (Virtual) debriefing with the commissioning unit STEP IN 2 EU and the responsible Competence Centre 4B20 of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered. Unless explicitly requested by Deutsche Gesellschaft für Internationale Zusammenarbeit, assessments, reports, surveys or other data and information shared with Deutsche Gesellschaft für Internationale Zusammenarbeit must be provided on a strictly anonymous basis, which means that any information relating to an identified or identifiable natural person ("data subject") must be excluded. In particular, data relating to, for example, gender, gender identity, age, health, religion or ethnicity should be provided in aggregate form.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- Gender equality:

The Programme STEP IN 2 EU aims to provide equal access to all project measures, activities and advisory support. This action foresees capacity building in a gender-sensitive way and includes gender-sensitive language throughout the implementation cycle. The project team will enable equal access of men and women to training, study visits, conferences, advisory services, access to information, etc. across institutions. Principles of equal opportunities and gender-sensitive practice will ensure equality in approach to the sector resources and potentials to lead to more gender-balanced professional environment.

- Environmental protection and climate action (climate change mitigation/adaptation):

This Programme shall also focus on advice on policy instruments for the promotion of environmental aspects in economic development strategies, e.g. green investment policy, green fiscal reform, creation of a business and investment climate that incentivises green investments and business models.

- Conflict and context sensitivity:

Through international exchange and expert advisory, the project will promote good governance and anti-corruption principles and institutional cultures of openness, accountability and transparency. The action seeks to mitigate the socio-economic impact of war on the population

and to strengthen the country's socio-economic resilience. A conflict-sensitive approach will be applied throughout its implementation.

As the Programme will be conducted under war conditions, there is a need for conflict sensitivity. Therefore, the action will adhere to the do-no-harm principle within the project implementation process to avoid potentially harmful conflict-escalating effects. The action will use a flexible approach, understanding that participants might have different priorities right now, and will react to the rapidly changing situation. The activities shall be adapted to the changes in circumstances, while still trying to deliver set outputs and activities to the beneficiaries of the action and achieve the overall and specific objectives. Many of the project activities shall be performed online to mitigate the war risks. The project plan ensures that expected beneficiaries of the action are heard and that there is a clear understanding of their needs and circumstances.

- Human rights:

The Programme will be implemented in line with the human rights-based approach and according to the principles of leaving no one behind and reaching the furthest behind first. Persons with disabilities will be able to enjoy the benefits on an equal basis to persons without disabilities. Their rights and dignity will be promoted and respected.

- Security precautions:

The Contractor shall be solely responsible for all the security issues according to the own security concept during the implementation of the Contract. GIZ shall not be reliable and/or responsible for any damages and/or injuries occurred during the implementation of the Contract by any Person directly or indirectly involved into the implementation of the Contract and/or by any other third Person.

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which they are responsible. Simple repetition of the objectives formulated in section 2 of the ToRs shall not be deemed sufficient. Rather, the contractor is to describe and interpret the changes in the partner system that are

to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept, e.g. in consideration of further sectors or actors, process adjustments, etc.

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, they should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up

- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach they plan to adopt in order to achieve the milestones, objectives and results (see section 2) for which they are responsible.

The tenderer is expected to describe the strategic approach to the tasks formulated in section 2 (i.e. not a description of activities).

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up (section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example, through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how they can prevent negative impacts on gender equality in their area of responsibility and how they can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5), especially in the context of financial services for MSME (Work Package 3).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how they can prevent negative impacts on the environment and the climate in their area of responsibility and, in addition, how they can

contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how they are planning their activities in the context of conflicts or violence and what specific measures they have adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how they can prevent negative impacts on the human rights situation in its area of responsibility and how they can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	2 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	3 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	4 points out of 10 (maximum)
Requirement: 'Human rights':	1 point out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and in particular describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project
(section 1.4.2 of the assessment grid)

– Not applicable –

3.4.3 Steering or coordination of measures with the relevant implementing partner
(section 1.4.3 of the assessment grid)

In the tender, the bidder is required to name the partners relevant for implementation of the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring
(section 1.4.4 of the assessment grid)

In the tender, the bidder is required to describe how they will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements
(section 1.5 of the assessment grid)

- The tenderer is required to describe their backstopping strategy. A CV must be provided for the positions for technical and administrative backstopping
- The tenderer is required to provide a gender-balanced HR concept. The concept shall describe how the bidder intends to maintain the gender balance in the HR concept including the expert pools
- The tenderer is required to demonstrate in a transparent way the methodology and their sources on how they will ensure the availability of the necessary experts e.g. recruiting on demand or working in cooperation with other consultancies

Requirement "Backstopping": 4 points out 10 (max.)

Requirement "Gender-balanced HR concept": 2 points out 10 (max.)

Requirement "Experts' availability": 4 points out 10 (max.)

4. Personnel

The tenderer is required to provide profiles of experts for the positions referred to and described on the basis of corresponding CVs (scope of tasks and qualifications). **The requirements on the format and content of the CVs are described in section 6.**

Only the CVs of key experts listed below are considered in the assessment of the proposal of the bidder, whereas CVs of pool experts (pool of experts with national and international

experience) described below are not considered in the assessment of the proposal **but must be nevertheless submitted**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is defined as a cumulative 12 expert months with at least **18 expert days per month**, provided no diverging definition is specified for individual qualifications.

Key Expert 1: Team Leader with international experience (section 2.1 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of KE 1: Team Leader

- Overall responsibility for the advisory packages of the contractor
- Ensuring the flow of information and a regular exchange between GIZ and the contractor's staff implementing specific assignments
- Establishing, coordination and administration of the two pools of short-term experts
- Conducting seminars and training courses on selected EU regulation and standards for NBU and Associations; advice on regulatory priorities / road maps for implementation (Work Package 1 and 2)
- Elaborating a concept for the planned Summer School format as a central capacity development instrument
- Ensuring results monitoring for each intervention Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts with national and international experience
- Monitoring of performance of national and international experts
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ
- Managing adaptations to changing conditions in Ukraine and/or within the Programme, in close collaboration with the GIZ project
- Ensuring the provision of project administration services
- Provide advice to project staff and the GIZ FSD Team (Work Package 4)

Qualifications of KE 1: Team Leader

Education/training (section 2.1.1 of the assessment grid):	University Master's degree (or German 'Diplom') in Finance, Economics, Business Administration or similar major
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	12 years of professional experience as a consultant in the financial sector with a focus on regulatory requirements, financial stability, and the implementation of international/ EU standards in the financial sector

Specific professional experience (section 2.1.4 of the assessment grid):	<ul style="list-style-type: none"> • 10 years of professional experience in consulting organisations/ company in the financial sector on regulatory topics and reform processes in banks and/or financial companies (5 out of possible 10 points). • 5 years of advising high-level representatives of the financial sector, including Central Banks, in European countries on regulatory reforms, the implementation of EU/ international standards and steps towards EU-Accession (5 out of possible 10 points).
Leadership/management experience (section 2.1.5 of the assessment grid):	10 years of management experience with disciplinary and / or team leadership responsibility for 5 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	6 years of professional experience in EU Member States in Western and Eastern Europe (except for Ukraine)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	- not applicable –
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	- not applicable –
Other (section 2.1.9 of the assessment grid):	- not applicable –

Key Expert 2: EU regulation expert with a focus on implementation of respective financial sector standards with international experience (section 2.2 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of Key Expert 2

- Conducting seminars and training courses on selected EU regulation and standards for NBU and Associations; advice on regulatory priorities and road maps for implementation (Work Package 1 and 2)
- Ensuring the flow of information and a regular exchange between GIZ and the contractor's staff implementing specific assignments
- Conducting results monitoring for each intervention
- Ensuring monitoring procedures are carried out effectively
- Responsibility for taking cross-cutting themes into consideration, for example related to financial sector stability and security issues as well as gender related topics
- Support staff management, identifying the need for short-term assignments within the available budget;
- Supporting regular reporting in accordance with deadlines

- Supporting the management of adaptations to changing conditions in Ukraine and/or within the Programme
- Coordinating activities and tasks conducted within the Work Packages with the project administration service
- Dialogue facilitation with relevant financial sector partners and network management
- Provide advice to project staff and the GIZ FSD Team (Work Package 4)

Qualifications of Key Expert 2

Education/training (section 2.2.1 of the assessment grid):	University Master's degree (or German 'Diplom') in Finance, Economics, Business Administration, or similar major
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	7 years of experience as a consultant in the financial sector with a focus on regulatory requirements, financial stability, and the implementation of international/EU standards in the financial sector
Specific professional experience (section 2.2.4 of the assessment grid):	<ul style="list-style-type: none"> • 7 years of professional experience in a consulting organisations/ company in the financial sector on regulatory topics and reform processes in banks and/or financial companies (5 out of possible 10 points). • 2 years of advising high-level representatives of the financial sector, including Central Banks, in European countries on regulatory reforms, and the implementation of EU/international standards (5 out of possible 10 points).
Leadership/management experience (section 2.2.5 of the assessment grid):	2 years of management experience with team leadership responsibility 3 people
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	2 years of professional experience in EU Member States in Western and Eastern Europe (except for Ukraine)
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	- not applicable –
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	- not applicable –
Other (section 2.2.9 of the assessment grid):	- not applicable –

Key Expert 3: Capacity building expert on financial sector standards and access to finance for MSME with local experience (section 2.3 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of Key Expert 3

- Providing seminars and training courses for financial institutions via their associations on relevant EU and Ukrainian regulatory standards and directives (Work Package 1 and 2)
- Facilitate dialogue of financial institutions within the network of the associations as well as with the NBU and policy makers on access to finance and financial services for SME: Opportunities, risks, regulatory and other bottlenecks in Ukraine for SME (Work Package 3)
- Coordination of activities related to the capacity building, training, summer school, etc. and knowledge transfer
- Conducting and coordinating training and capacity building measures with involved associations (and representatives of existing/new Working Groups/Committees of NABU and AUB) and stakeholders – with inputs provided by experts with national and international experience
- Providing advice on the methodology and didactics of capacity development measures
- Developing learning material for participants
- Ensuring results monitoring for each intervention conducted and that monitoring procedures are carried out efficiently
- If requested by the project, provide advice to project staff of GIZ and/or the political partners (Work Package 4)

Qualifications of Key Expert 3

Education/training (section 2.3.1 of the assessment grid):	University Master's degree in Finances, Economics, Business Administration, or similar major
Language (section 2.3.2 of the assessment grid):	<ul style="list-style-type: none"> • Knowledge of English - C2 (5 out of 10 points) and • Knowledge of Ukrainian - C1 (5 out of 10 points) Levels in the Common European Framework of Reference for Languages
General professional experience (section 2.3.3 of the assessment grid):	10 years of professional experience in the field of finance, banking or insurance (5 out of possible 10 points), and consulting/capacity building in financial sector institutions (5 out of possible 10 points)
Specific professional experience (section 2.3.4 of the assessment grid):	<ul style="list-style-type: none"> • 10 years of professional experience as a consultant/trainer covering the design and implementation of capacity building/ training concepts for financial sector institutions (systemic, organisational and individual development/ training) (5 out of possible 10 points); • Thereof 5 years implementing such capacity building or strategic concepts for improving SME's access to

	financial services – from a regulatory and risk and/or a portfolio and market development perspective (5 out of possible 10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	7 years in leading/ coordinating teams that implement capacity building/ training concepts
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	5 years of experience working in or on EU member states from Eastern Europe, non-EU countries from Southeast Europe, (except for Ukraine)
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	2 years of professional experience in Ukraine
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	- not applicable –
Other (section 2.2.9 of the assessment grid):	- not applicable –

Short Term Expert Pool 1 with 5 experts with international experience

At the current stage it is estimated to have a need of up to 5 experts. However, the actual need will depend on the requests and thematic priorities of the partner institutions during the implementation. Since the needs of the Ukrainian financial sector are partly still to be defined and might shift during the project, it is not fully possible at this point in time to indicate all specific consulting services/expertise required in the future.

Due to this fact, no CVs of experts from pool 1 will be assessed; however, the technical concept needs to outline how the bidder intends to mobilise additional, technically capable short-term experts if needed (3.5 Further requirements). **Furthermore, CVs of short-term experts with international experience shall be added by the bidder, which indicate the available capacities (possibly staff members) in the company or its network on thematic topics outlined in this chapter.**

All short-term experts of expert pool 1 are also required to meet the minimum qualification standards outlined below to be deployed. GIZ will extend final approval for deployment of short-term experts based on the ToR and proposed CVs of the potential candidates.

Tasks of the Expert Pool 1

- Implementation of the activities in Work Packages 1-4
- The experts shall provide technical seminars and workshops for the NBU and for the industry via Associations - depending on the needs of the partners - on selected topics such as:
 - Basel pillar 1: Equity requirements and structure, especially regarding credit risk, market risk, credit valuation adjustments and operational risk (Capital requirements regulation/directive – CRR/ CRD)

- Basel pillar 2: Supervisory review processes and internal governance (Internal Capital Adequacy Assessment Process, internal Liquidity Adequacy Assessment Process and Supervisory Review – ICAAP/ ILAAP/ SR)
Basel pillar 3: Market discipline and reporting requirements (common reporting framework and financial reporting framework – COREP/ FINREP)
- Non-financial risks such as: Information security management, especially data privacy, data protection, IT resilience, and outsourcing management (Digital Operational Resilience Act – DORA) and/or
- Fraud protection, Know-Your-Customer (KYC) checks, anti-money laundering, and terrorism countering (EU Anti-money laundering package and countering the financing of terrorism – AML/ CFT)
- Managing market risks in the banking book (Interest rate risk and credit spread risk in the banking book – IRRBB / CSRBB)
- Standards for risk data management and risk reporting (risk data aggregation – RADAR / BCBS 239)
- Shaping the future of banking with open finance (payment service directive – PSD / FIDA)
- Extending payment systems within the SEPA framework
- Insurance market development in Ukraine with a focus on products / services for SME
- Regulations for capital adequacy in insurance firms (Solvency II)

The needed qualifications of the Expert Pool 1 will strongly depend on the identified technical topic and required expertise, but they shall encompass at least the following:

- Master's University Degree in Finances, Economics, Business Administration, or similar
- Language: English, C1 in the Common European Framework of Reference for Languages
- General professional experience: 7 years of professional experience in the relevant occupation
- Specific professional experience: 7 years of professional experience in the sphere of consultancy to financial sector institutions - banks, FinTech's or insurance companies, especially in areas such as (but not limited to): prudential regulation, risk-based supervision, risk and portfolio management, consumer protection, data privacy and protection, or digital finance e.g. in the field of SME financing

Short Term Expert Pool 2 with 2 experts with local experience

At the current stage it is estimated to have a need of 2 experts, but this is dependent on the needs identified during the implementation of the project. At this point in time, it is not possible to indicate all specific consulting services/expertise that will be needed for the planned activities with the partner institutions.

Due to this, no CVs of experts from pool 2 below will be assessed. However, the technical concept needs to outline how the bidder intends to mobilise additional short-term experts if needed (3.5 *Further requirements*). Furthermore, **CVs of short-term experts with national experience shall be added by the bidder, which indicate the available capacities within the company or its network on thematic topics outlined in this chapter.**

All short-term experts of expert pool 2 are required to meet the minimum qualification standards outlined below in order to be deployed. GIZ will extend final approval for deployment of short-term experts based on the ToR and proposed CVs.

Tasks of the Expert Pool 2

- Implementation of activities planned within Work Packages 1-4
- The experts shall provide technical seminars and workshops for the NBU and for the industry via their Associations - depending on the needs of the partners – in the two main financial sector areas: (i) further reform steps of Ukraine in view of NBU and EU regulatory standards, and (ii) improving access to financial services for SME.
- In the context of further financial sector reform the national experts shall provide technical services, assessments and inputs on topics such as:
 - Status quo and reform challenges in Ukraine regarding the Basel framework, e.g. pillar 1: equity require, especially re credit risk, market risk, credit valuation adjustments and operational risk) pillar 2: Supervisory review processes and internal governance and I pillar 3: market discipline and reporting requirements Research and assess the current regulatory framework of Ukraine and supervision practice of NBU – in close cooperation with the NABU and AUB
 - Conduct additional tasks and research assignments based on identified needs of the industry especially in view next steps of implementation of NBU/EU regulation and directives
- In the area of SME financing the experts shall address, advice and provide technical inputs on the following topics:
 - Opportunities and challenges of financial institutions providing appropriate financial services for SME – in various economic sectors and regions of Ukraine
 - Aligning financial sector initiatives and portfolio development strategies of banks with the targets described in the SME Strategy of the Ukrainian Government)
 - Dialogue on how to address and overcome bottlenecks in SME financing in Ukraine – from a regulatory, market and risk perspective
 - Address gender and security related issues in this thematic area
 - Insurance market development in Ukraine with a focus on products / services for SME
 - Regulation and current implementation of capital adequacy guidelines in insurance companies (based on Solvency II)

The needed qualifications of the Expert Pool 2 will depend on the needed technical expertise in the two areas of financial sector support outlined above, but the experts shall encompass at least the following:

- Master's University Degree in Finances, Economics, Business Administration, Engineering, or similar
- Language: English, C1 in the Common European Framework of Reference for Languages and Ukrainian, C1 in the Common European Framework of Reference for Languages
- General professional experience: 7 years of professional experience in the financial sector of Ukraine or other East-European countries

- Specific professional experience: 7 years of professional experience in the sphere of consultancy of financial sector institutions or directly working with banks or insurance companies in the thematic areas and tasks outlined above.

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking
- Gender competence

Soft skills are not evaluated.

5. Costing requirements

5.1 Assignment of experts

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and	Number of international flights

				Conditions, section 3.3.2)	
KE 1: Team Leader	165	0	165	No	3
Key Expert 2 with international experience	100	0	100	No	2
Key Expert 3 with local experience	165	0	165	No	1
Expert Pool 1 with international experience	40	0	40	No	1
Expert Pool 2 with local experience	75	0	75	No	1

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	8
Total number of regional/national flights	0
CO ₂ offsets for flights	1000 EUR An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport)	1000 EUR An unalterable budget for transport costs for settlement against evidence is specified.
Per-diem allowances (Germany)	15
Accommodation allowances (Germany)	16
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	500 EUR An unalterable budget for other travel expenses for settlement against evidence is specified.

Per-diem allowances for experts are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transport costs
- Other travel expenses

Notes on the settlement of accommodation allowances in Germany:

Tenderers can offer accommodation allowances up to EUR 130.00.

- If a tenderer offers accommodation allowances of up to EUR 80.00, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.

- If a tenderer offers accommodation allowances of up to EUR 130.00, the expenses will be reimbursed **against evidence** up to the contractually agreed amount.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

– Not applicable –

5.5 Operating costs in the country of assignment

– Not applicable –

The premises of the GIZ-Projects' offices may be used by the contractor for daily work, meetings and workshops in coordination with the Project and the GIZ Liegenschaften.

5.6 Workshops, education and training

Budget for workshops: **EUR 40,000.00**

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops/ trainings and Summer School:

- Technical systems
- Catering
- Workshop materials
- Other costs relating to the workshops as transportation and accommodation for the participants during the summer school

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

Overall budget: **EUR 2,000.00, whereof**

- Translation/ interpretation: EUR 1,000.00

Subject of the tender procedure: Technical Support for Ukraine's Financial Sector on its Reform and EU Accession Path

Transaction number: 81322945

Instant and consecutive translation for workshops, meetings as well as translation of relevant documents (e.g. material for training programmes, communication, workshops etc.)

- Communication materials: EUR 1,000.00

Development of materials for communication as for example (banners or flyers for conferences, etc.)

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 35,000.00

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractors can make use of the funds in accordance with section 3.3.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible points (for example Arial, font size 11 or larger) and clearly formulated. The tender must be written in **English**.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed **30** pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed.

The CVs of the staff proposed in accordance with section **Fehler! Verweisquelle konnte nicht gefunden werden.** of the ToRs must be in the EU format and not more than four pages in length. The CVs shall be submitted in **English**.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)

- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following options if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure by other co-financing partners and/or current co-financing partners (NORAD, EU) provide additional funding for the current project.

7.2 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.