

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Strategic Advisory Support to the Set-up of the Rehabilitation Programme Ukraine (RPU)

**Project number/
cost centre:**

G-100400-001

Tender number

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The ongoing Russian war in Ukraine has increased demand for rehabilitation services, particularly for trauma, amputations, and displacement-related conditions. Ukraine's rehabilitation reform agenda is well advanced at policy level but remains insufficiently translated into operational practice, particularly at the municipal level.

An enabling policy framework has been established to modernise the Ukrainian rehabilitation system through the Law on Rehabilitation in Health Care (2020), which promotes a shift toward a multidisciplinary, person-centred and biopsychosocial approach. Policy reforms aim to ensure continuity of care across inpatient, outpatient and community-based services and to better integrate medical and social rehabilitation.

However, **implementation at the subnational level remains limited**. In municipalities, rehabilitation services are still fragmented, with weak coordination between hospitals, primary healthcare, social services and veterans' support structures. As a result, patients often experience **disruptions along the care pathway**, particularly at the transition from hospital-based care to community-based rehabilitation and long-term support, including access to assistive devices and prosthetics.

These challenges are evident in frontline and recovery regions such as **Dnipropetrovsk and Mykolaiv oblasts**, albeit with different starting conditions. While Dnipropetrovsk benefits from significant investments in rehabilitation infrastructure and equipment, these are not yet fully effective due to limited coordination, weak discharge management and insufficient linkage to community-level services. In contrast, Mykolaiv faces **capacity and infrastructure constraints**, with limited availability of community-based rehabilitation and underutilised primary healthcare structures. In both contexts, municipalities lack **practical management tools, operational models and adequately trained personnel** to implement national reforms effectively.

Ukraine receives international support for the rehabilitation sector, including investments in infrastructure, equipment, training and specialised centres. While these contributions are essential, a key systemic gap persists: **the absence of functional mechanisms at municipal level to connect existing services and ensure a continuous, patient-centred rehabilitation pathway**. Addressing this gap will improve service effectiveness, increase cost-efficiency, and strengthen public trust in state institutions, within the context of war and future recovery.

Against this background, the Rehabilitation Programme Ukraine (RPU), commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ, aims to **strengthen medical and social rehabilitation services at municipal level**. The intervention focuses on four complementary areas:

1. strengthening municipal management tools and coordination mechanisms
2. improving access to practice-oriented professional training
3. expanding and improving community-based rehabilitation services
4. promoting resilience, learning and policy feedback

In line with BMZ priorities, the programme adopts a **capacity development approach at individual, organisational and systemic levels**, with a strong emphasis on sustainability,

subsidiarity and the use of existing national systems (e.g. NHSU financing mechanisms, accredited training providers).

The main challenge is to translate the strategic orientation into a practical and scalable implementation approach that enables the GIZ team to work with municipalities in a structured way and to support locally adapted solutions based on existing national and international standards. This requires moving from fragmented support measures toward **integrated, patient-centred service delivery models** that can be tested in selected municipalities, refined based on implementation experience, and subsequently scaled and replicated.

The RPU will start to support selected municipalities in the target Oblasts of Mykolaiv and Dnipropetrovsk to establish **functional coordination mechanisms, standardised rehabilitation pathways, and community-based service models**, while strengthening the advisory capacity of the programme team to facilitate local system development. It is foreseen to extend the implementation of activities to an additional two to three regions starting at the end of 2026 or the beginning of 2027.

Emphasis will be placed on **leveraging existing resources and investments**, including partnerships with public, civil society and private sector actors. Furthermore, the programme will explore **cooperation with German and EU private-sector partners** in areas such as rehabilitation technologies, prosthetics, digital solutions and training infrastructure, ensuring that such partnerships are closely linked to concrete service delivery functions and contribute to sustainable system strengthening.

By focusing on **operational feasibility, local ownership and scalability**, the programme aims to generate practical implementation models that can inform national policy processes and support broader reconstruction efforts in Ukraine's rehabilitation sector.

The contractor shall work as a strategic advisory and technical partner to the GIZ programme team, providing strategic consulting, hands-on co-development of key approaches and tools, and targeted backstopping to enable the team to lead implementation increasingly independently over time.

Overall Objective

To support GIZ in designing and implementing a **practical, scalable, and field-tested approach** that strengthens coordinated, community-level medical and social rehabilitation services at municipal level.

Specific Objectives

The specific objectives are:

- Development of a practical municipal support process and targeted operational implementation approach aligned with national reform and NHSU mechanisms
- Improved patient pathways and inter-sectoral coordination
- Strengthened advisory capacity of the GIZ programme team
- Enabled partnerships and co-financing, including private sector engagement
- Support GIZ to deliver early implementation results (quick wins)

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

To achieve the overall and specific objectives, the contractor will implement a structured set of interrelated strategy consulting and advisory tasks combining system analysis, co-design, piloting, capacity development, selective launch support, and strategic advisory support. The tasks are designed to ensure practical applicability, rapid initial results, and scalability under wartime conditions.

The contractor shall work as a strategic and technical partner to the GIZ programme team, combining hands-on support, co-development of key approaches and tools, and targeted backstopping to enable the team to lead implementation increasingly independently over time.

2.1 Work Package 1: Implementation Model

Task 1.1: Design of the Municipal Support Process and Advisory Framework (“How GIZ Works with Municipalities”)

The contractor will work with the GIZ team to define a structured support process through which GIZ advises and accompanies municipalities in project implementation. This includes:

- Developing a **step-by-step engagement model**, covering:
 1. entry and stakeholder alignment
 2. joint system analysis
 3. co-design of solutions
 4. initial pilot application
 5. review and adaptation
- Clarifying **roles and responsibilities** of municipalities, service providers, and the programme team
- Designing **facilitation formats**, for example coordination meetings, case discussions, and learning workshops
- Integrating **conflict-sensitive and gender-sensitive approaches**
- Ensuring that the process enables **initial learning** and provides a basis for replication across municipalities over time

Deliverables:

- A **municipal support process** and advisory framework, including practical guidance, facilitation formats and a light-touch toolkit for initial application by the GIZ team.

Task 1.2: Targeted Operational Implementation Support to GIZ

The contractor will provide targeted, demand-driven advisory support to help the GIZ team refine the programme’s operational implementation strategy and reflect the municipal support process in the project’s operational planning. This task is intended as providing support linked to key decision points. This includes:

- reviewing and challenging the operational logic for implementation across outputs and workstreams
- providing structured advisory inputs on sequencing, priorities, roles and responsibilities, partner interfaces and operational entry points
- advising on how the municipal support process, pilot implementation steps and learning loops should be reflected in the programme's operational planning
- providing targeted inputs on procurement, sub-contracting and roadmap implications where relevant
- documenting agreed recommendations for refinement together with the GIZ team

Deliverables:

- Targeted advisory inputs and recommendations for the refinement of the programme's operational plan and implementation strategy, provided at agreed decision points.

Task 1.3: Identification and Support of Early Implementation ("Quick Wins")

To demonstrate early results and build momentum, the contractor will support the GIZ team in identifying, prioritising and preparing **practical, high-impact interventions**.

This includes:

- Identifying a **limited number of feasible quick wins** in selected pilot municipalities, such as:
 - improved discharge and referral procedures
 - establishment of coordination meetings
 - introduction of simple patient tracking tools
 - small-scale improvements in community service access, for example mobile services or transport solutions
- Supporting the programme team in **launch preparation, initial implementation support, documentation and reflection**
- Ensuring that quick wins are **aligned with the broader system approach** and suitable for subsequent scaling

Deliverables:

- Documented **early results and practical examples** of improved service delivery

2.2 Work Package 2: Supporting the Team Transition

Task 2.1: Strengthening the Advisory Capacity of the Programme Team

To ensure effective implementation, the contractor will support the transition of the GIZ team toward a **strong advisory and facilitation role**. This includes:

- Defining a **team operating model**, including:
 - clear roles and responsibilities
 - interfaces between international and national staff

- coordination mechanisms within the team
- Designing and delivering **targeted training on advisory competencies** (“**Beratungsrollen**”), including:
 - facilitation of multi-stakeholder processes
 - systems thinking and problem-solving
 - coaching and capacity development approaches
- Providing **hands-on coaching and mentoring** during early implementation
- Supporting the development of **internal quality standards and guidance** for advisory work

Deliverables:

- Strengthened GIZ team capacity, including **operating model, trained staff, and agreed quality standards**

Task 2.2: Accompaniment of Early Implementation and Adaptive Learning

During the early implementation phase, the contractor will support **selected learning and adaptation processes** together with the programme team. This includes:

- Accompanying early implementation in **selected pilot municipalities at key moments**
- Facilitating **structured reflection and learning loops** with the programme team during the initial implementation period
- Supporting the GIZ team in refining the implementation model based on **practical experience and constraints**
- Documenting **lessons learned and scalable practices**

The emphasis of this task is on **targeted accompaniment and structured learning inputs** during the initial implementation period, rather than continuous support throughout the full project duration.

Deliverables:

- Refined implementation approach and **documented lessons for scaling**
- **One learning and refinement note** based on early implementation experience

2.3 Work Package 3: Strategic Advisory, Programme Positioning and Selective Set-up Support

Task 3.1: Partnership Development, Co-Financing and External Engagement Strategy

The contractor will provide strategic and operational support to strengthen **partnerships and resource mobilisation**. This includes:

- Mapping and assessing **relevant development partners, NGOs, and national stakeholders**
- Identifying opportunities for **co-financing**
- Developing professionally designed **pitch materials**

Deliverables:

- Recommendations for **strategic partnerships**
- **Pitch deck** for approaching other development partners

Task 3.2: Private Sector Engagement Strategy

The contractor will provide recommendations for including the private sector, particularly from Germany and the EU, into the programme. This includes:

- **Mapping relevant firms** in the sector, in particular:
 - rehabilitation technologies and prosthetics
 - digital solutions
 - training and capacity development
- Conducting **selective outreach** to priority firms and other relevant actors, where useful through targeted conversations or other focused engagement formats
- Developing a concept for private sector engagement, including **concrete partnership concepts** with specific companies or partner types
- Ensuring that partnerships are **functionally linked to implementation needs** and not standalone activities

Deliverables:

- Concept for **private sector engagement**
- Shortlist of **concrete private-sector engagement opportunities** linked to programme implementation needs, including initial collaboration ideas where feasible

Task 3.3: Strategic Advisory and Programme Positioning

The contractor will provide ongoing **strategic advice to programme leadership**. This includes:

- Advising on **programme positioning within the donor landscape**
- Supporting the development of a **clear value proposition and communication approach**
- Providing recommendations on **scaling strategy and future programme development**
- Providing ad hoc strategic and technical support at selected decision points and where required by programme leadership, including support in drafting ToR / technical assignment packages for follow-on support under other outputs, including under Output 2, in line with the overall programme logic and implementation model

Deliverables:

- Strategic recommendations on **programme positioning, scaling and future programme development**

- Refined **positioning and communication logic** for engagement with donors and partners

Task 3.4: Preparation of the Public Kick-off Event in Kyiv and Additional Strategic Events

The contractor will support GIZ in the **strategic and content-related preparation of a public kick-off event** in Kyiv and up to two other events during the assignment. The contractor's role is limited to content, positioning, and substantive preparation in line with the other advisory services and does not include event logistics or event management. This includes:

- Advising on the **event objective, target audience, strategic positioning** and key messages
- Developing a **draft agenda and storyline** for the event
- Preparing **selected inputs** such as background notes, talking points, speaker briefs, presentation structures and moderation guidance
- **Ensuring coherence** between the event content, programme positioning and the wider donor and public communication logic

Deliverables:

- **Content concept, key messages and draft agenda** for the public kick-off event in Kyiv

2.4 General Requirements and Collaboration Approach

The contractor shall prepare all deliverables in English and submit them in editable and non-editable electronic format. All outputs shall be quality assured, internally consistent, and aligned with the agreed methodology, work plan and deadlines. The contractor shall ensure that all advisory, analytical and facilitation work applies conflict-sensitive, gender-sensitive and do-no-harm principles and remains adaptable to the security and access constraints of the war context.

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The contractor shall work in close coordination with the GIZ programme team throughout the assignment. The collaboration model shall combine intensive co-development during the set-up phase with targeted technical backstopping during the later implementation phase. Engagement with municipalities, ministries, private-sector actors and other external

stakeholders shall take place in coordination with and, where appropriate, through GIZ. The contractor is expected not only to deliver technical outputs, but also to enable the GIZ team to apply, adapt and further develop the approaches, tools and facilitation formats independently over time.

2.5 Reporting

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

1. Inception report
2. Bi-weekly technical working meetings with GIZ during the intensive set-up phase; frequency may be reduced during the later phase as agreed with GIZ
3. Regular (monthly) steering meetings with GIZ, with higher intensity during the set-up phase and more selective use during the later phase
4. Brief written progress updates ahead of key steering points, summarising implementation progress, key risks, decisions required and proposed next steps for joint discussion
5. Technical input to monitoring and reporting processes led by GIZ, including contributions to reporting towards the commissioning party where required
6. A final synthesis report consolidating implementation experience, lessons learned, refinement needs, and recommendations for scaling and future programme development

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off Meeting	Within two weeks after contract conclusion (GIZ)
Inception Note, including refined work plan and priorities for the set-up phase	Two weeks after the Kick-off Meeting (contractor)
Core set-up package finalised, including municipal support process, targeted operational implementation support inputs, core tools, and internal advisory guidance	December 2026 (contractor)
Early implementation measures initiated in selected pilot municipalities	By December 2026 (contractor)

Learning and refinement note based on early implementation experience	March 2027 (contractor)
Final synthesis report with lessons learned, scaling recommendations, and handover	December 2028 (contractor)

The assignment is expected to follow two phases. The first phase, from contract start until end of December 2026, will focus on intensive set-up, co-design, and initial implementation support. The second phase, from 2027 to 2028, will focus on targeted backstopping, selective adaptive learning, and strategic advice on demand. The contractor shall work in close coordination with GIZ throughout both phases and maintain sufficient flexibility to respond to emerging implementation needs.

Period of assignment: from 16. September 2026 until 31. December 2028.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The qualifications specified below represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

The team leader guides, steers and oversees the overall work of the team, including quality and deadlines.

The critical role is to lead Work Package 1 at overall level and ensure that the assignment delivers a coherent, practical and scalable implementation approach.

In particular, the team leader shall:

- ensure that the assignment is on track in close coordination with GIZ and relevant counterparts
- coordinate closely with GIZ as the primary counterpart and support GIZ in structuring communication with municipalities, ministries, partners and other actors involved in the project
- lead the overall structuring of the implementation approach and ensure coherence across all work packages

- oversee the development of the operational implementation model, the municipal support process and related practical tools
- ensure that national reform priorities, municipal implementation realities and donor requirements are translated into an operationally viable approach
- steer piloting, adaptation and quality assurance across the assignment
- provide regular reporting in accordance with deadlines
- support problem-solving and adaptive steering throughout the implementation process
- manage personnel, in particular identify the need for short-term assignments within the available budget, as well as plan and steer assignments and support local and international short-term experts

Qualifications of the team leader

Education/training (2.1.1): university degree (German 'Diplom'/Master or equivalent) in public policy, governance, regional development, economics, international development, health systems, social policy or other relevant field of study.

Language (2.1.2): C2-level language proficiency in English

General professional experience (2.1.3): 15 years of professional experience in international development cooperation, including leadership of complex advisory or implementation support assignments

Specific professional experience (2.1.4): 4 years of experience in Ukraine reconstruction contexts

Leadership/management experience (2.1.5): 10 years of management/leadership experience as project team leader, project director or comparable function

Regional experience (2.1.6): 10 years of experience in Ukraine and comparable fragile, post-conflict and reconstruction contexts

Development cooperation (DC) experience (2.1.7): 10 years of experience in DC projects

Other (2.1.8): n.a.

Key expert 1

Tasks of key expert 1

Health systems and rehabilitation lead

The health systems and rehabilitation lead provides the technical backbone for Work Package 1 and ensures that the proposed implementation approach is technically sound, aligned with Ukrainian reform processes and applicable at (inter-)municipal level.

In particular, the expert shall:

- lead the technical design of the operational implementation model for rehabilitation at municipal and inter-municipal level
- develop practical approaches for patient pathways, referral and discharge systems, coordination mechanisms and service delivery interfaces
- support the development of a process model for GIZ support to municipalities, including practical tools and facilitation formats

- support the design and facilitation of coordination meetings, co-design processes and learning workshops with municipalities and relevant stakeholders
- ensure the integration of health and social care perspectives, including community-delivered rehabilitation and decentralised service delivery
- translate national regulations, reform priorities and financing logic into practical implementation guidance
- support the identification and validation of pilot municipalities and operational entry points
- contribute technical advisory inputs on implementation sequencing, roles and responsibilities, operational entry points and operational implementation arrangements
- support the identification, prioritisation and preparation of feasible early implementation measures and quick wins at municipal level
- contribute to piloting, field testing and iterative refinement of the approach
- advise on technically sound and scalable approaches for strengthening rehabilitation-related service delivery
- advise on requirements for further professional training of rehabilitation specialists at local level as preparation for Output 2

Qualifications of key expert 1

Education/training (2.2.1): Medical Doctor

Language (2.2.2): C2-level language proficiency in English and Ukrainian

General professional experience (2.2.3): 10 years of relevant professional experience in health systems strengthening, service delivery reform or rehabilitation-related programme implementation

Specific professional experience (2.2.4): 5 years of experience in designing or supporting service delivery models at subnational level; 3 years of experience in working on rehabilitation in Ukraine; 5 years of experience supporting patient pathways, referral systems, discharge processes and coordination mechanisms; experience with community-delivered rehabilitation and/or decentralised service delivery

Leadership/management experience (2.2.5): experience in coordinating technical workstreams, advisory processes or implementation support

Regional experience (2.2.6): Demonstrated experience in Ukraine health system reform, rehabilitation service delivery

Development cooperation (DC) experience (2.2.7): 5 years of experience in donor-funded health sector programmes, policy support or analytical work

Other (2.2.8): n.a.

Key expert 2

Advisory capacity and team development expert

Tasks of key expert 2

The expert strengthens the programme team's ability to operate as an effective advisory and facilitation unit and leads Work Package 2.

In particular, the expert shall:

- define and operationalise the team operating model, including roles, responsibilities, interfaces and internal coordination mechanisms
- design and deliver practical learning formats on advisory competencies
- support the programme team in facilitation of multi-stakeholder processes, systems-oriented advisory work, coaching and mentoring approaches
- provide targeted coaching during the early implementation phase
- facilitate internal reflection, learning and adaptation processes
- support the development of internal quality standards, practical guidance and team routines for advisory work
- strengthen the team's ability to apply, adapt and further develop the implementation approach independently over time

Qualifications of the key expert 2

Education/training (2.3.1): University qualification (German "Diplom"/Master or equivalent) in social sciences, organisational development, management, international cooperation or other relevant field of study

Language (2.3.2): C2-level language proficiency in English

General professional experience (2.3.3): 15 years of professional experience in advisory capacity development, organisational development, facilitation and team development

Specific professional experience (2.3.4): 10 years of experience in capacity development and organisational development in programme and implementation contexts; 10 years of experience in advisory and facilitation approaches in development cooperation; 8 years of experience in designing and facilitating team processes, planning workshops and practical learning formats; 8 years of experience in coaching multidisciplinary and international teams; 5 years of experience in working with GIZ teams and relevant GIZ methods, tools and management processes

Leadership/management experience (2.3.5): experience in leading or facilitating internal change and team development processes

Regional experience (2.3.6): experience in Ukraine and comparable reform, fragile and conflict-affected contexts

Development cooperation (DC) experience (2.3.7): 10 years of experience in development cooperation and public-sector or programme-related advisory work

Other (2.3.8): n.a.

Key expert 3

Strategic Advisor and Partnership Development Lead

Tasks of the key expert 3

The key expert 3 leads Work Package 3 and provides targeted strategic support on programme positioning, partnerships, co-financing and private-sector engagement.

In particular, the expert shall:

- lead Work Package 3 and ensure delivery of all related outputs
- map and assess relevant development partners, NGOs, industry actors and other stakeholders
- identify strategic partnership and co-financing opportunities
- develop recommendations for programme positioning within the donor and partner landscape
- support the development of a clear value proposition and external communication logic
- lead the preparation of professionally designed pitch materials and external engagement logic
- develop a concept for private-sector engagement, including concrete partnership concepts with specific companies or partner types
- ensure that external partnerships are linked to implementation needs, scaling potential and programme sustainability
- provide ad hoc strategic support to programme leadership as required

Qualifications of the strategic advisor and partnership development lead

Education/training (2.4.1): University qualification (German “Diplom”/Master or equivalent) in international development, international relations or other relevant field of study

Language (2.4.2): C2-level language proficiency in English and German

General professional experience (2.4.3): 10 years of professional experience in development cooperation, including substantial work on collaboration between public and private actors

Specific professional experience (2.4.4): 10 years of experience in designing and facilitating partnerships between development actors, multinational companies and public stakeholders, including substantial experience in health-related private-sector engagement, access-to-health partnerships and cooperation models involving pharmaceutical, medical technology and health service actors; 5 years of experience advising senior stakeholders on partnership strategy, programme positioning and cooperation design; demonstrated experience with BMZ/GIZ private-sector approaches and implementation instruments and in translating corporate interests into developmentally relevant cooperation and implementation models

Leadership/management experience (2.4.5): experience in leading partnership development processes, strategic workstreams or comparable advisory assignments

Regional experience (2.4.6): 5 years of experience in LMICs; experience in emerging health markets is an asset

Development cooperation (DC) experience (2.4.7): 10 years of experience in donor-funded projects and public-private cooperation formats

Other (2.4.8): n.a.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

Team skills

Initiative

Communication skills

Socio-cultural skills

Efficient, partner- and client-focused working methods

Interdisciplinary thinking

Short-term expert pool with 2 members

The short-term expert pool is deliberately kept flexible in order to respond to specific needs that may arise during implementation. The allocation of expert inputs depends on the evolution of implementation needs, opportunities for partnership development, and technical requirements that cannot yet be fully specified at this stage.

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

Provide targeted technical and strategic inputs to complement the core team; support the operationalisation of specialised components of the implementation approach; contribute to the design of partnership concepts and implementation-oriented solutions; provide technical expertise in areas such as private-sector engagement, rehabilitation-related market approaches, industry collaboration, health technology and access-oriented partnership models; support selected analyses, workshops, market scans, engagement formats and technical refinement processes; advise the GIZ team and the core experts on specialised technical questions as required.

Qualifications of the short-term expert pool

Education/training (2.6.1): 2 experts with university qualification (German “Diplom”/Master or equivalent) in business, public health, innovation management, engineering, economics, international development or other relevant field of study

Language (2.6.2): 2 experts with C2-level language proficiency in English and German

General professional experience (2.6.3): 2 experts with 10 years of professional experience in their respective fields, including private-sector engagement, industry collaboration, healthcare partnerships, health technology, rehabilitation-related market approaches or related advisory fields

Specific professional experience (2.6.4): 1 expert with 10 years of specific professional experience in private-sector engagement, including experience in developing partnerships with private-sector actors, implementation-oriented partnership models and co-financing approaches, and experience related to health-related services, healthcare delivery models, community-based implementation approaches, multi-stakeholder coordination, work with industry associations, training providers, or related service markets; 1 expert with 20 years of specific professional experience in strategic advisory, healthcare partnerships, industry collaboration or implementation-oriented support within multinational pharmaceutical or health technology environments, including experience in cooperation with healthcare stakeholders, market development approaches, healthcare partnerships or collaboration with public and development actors, and strong understanding of how corporate capabilities can be linked to implementation needs in LMIC or emerging-market contexts

Regional experience (2.6.5): 2 experts with 5 years of experience in LMICs, Eastern Europe or comparable contexts; experience in Ukraine is an asset

Development cooperation (DC) experience (2.6.6): 2 experts with 10 years of experience in advisory assignments or collaboration with development actors

Other (2.6.7): n.a.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances 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 (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

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 \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	43	43	
Designation of key expert 1	1	53	53	
Designation of key expert 2	1	25	25	
Designation of key expert 3	1	23	23	
Designation of short-term expert pool	2	12	24	The total number of days will be divided proportionally to the number of experts
Fixed travel budget				A total travel budget amounting to EUR 20 000,00 for up to 10 trips to Ukraine (travelling via Poland or other countries bordering Ukraine). The budget includes: per diem allowance in Poland (transfer country, no assignment is planned); per diem allowance in country of assignment – Ukraine; overnight allowance in country of assignment – Ukraine. The travel plan combines a train trip to the Polish-Ukrainian border and a train from Poland to Ukraine. Other travel expenses

				include international and national train travel, national bus travel, and car transfers due to the security situation.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	1200	1200	A budget of EUR 1200 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Inputs of GIZ or other actors

GIZ is expected to provide contract management, access to relevant programme information and documents, coordination with government and municipal counterparts, and logistics for workshops and the public kick-off event unless otherwise agreed.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs shall be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Annexes

n.a.