



Q&A Call for Proposals

06 February 2026

	Question	Answer
	<p><i>This document provides answers to all questions regarding the Call for Proposals submitted via the SECO website. Questions that were not submitted through this portal or after the deadline could not be considered. For clarity and data protection reasons, some of the submitted questions have been reformulated or anonymized.</i></p>	
Own Financial Contribution (EC 4) vs. In-Kind Contribution (AC 9)		
1.	<p>Own Contribution Form</p> <p>Can any portion of the mandatory 10% own contribution be provided in-kind, or must the full 10% be provided in cash, with in-kind contributions counted only as additional (AC9)?</p>	<p>No. According to eligibility criterion 4, the applicant must provide an own financial contribution of at least 10% of the total project cost. In-kind contributions cannot be counted towards the 10%.</p>
2.	<p>Own Contribution</p> <p>Can in-kind contributions (e.g. software, training, warranties, data services) and discounted pricing be counted as own contribution, and does a higher own contribution improve evaluation outcomes?</p>	<p>Please see answer 1. Discounted pricing with an appropriate justification may be considered a financial contribution. Higher contributions will positively influence the evaluation according to award criterion 9.</p>
3.	<p>Own Contribution Form</p> <p>Question: Can any portion of the mandatory 10% own contribution be provided in-kind, or must the full 10% be provided in cash, with in-kind contributions counted only as additional (AC9)?</p>	<p>Please see answer 1.</p>
4.	<p>Please further clarify how the 10% own contribution is calculated in cases involving external third-party contributions, as illustrated in the virtual example below:</p> <p>The total project costs (e.g. for the reconstruction of an educational facility) are 15 million, of which 5 million is covered by third-party financing (e.g. from the Ukrainian government for equipment, furniture and land, all supplied and financially managed by its own administration). Question: Will the applicant's minimum contribution be</p> <p>A) 1 million (10% of the remaining 10 million), while SECO's</p>	<p>The minimum own financial contribution of 10% is calculated on the total project cost, not only on the portion financed by SECO.</p> <p>In the example provided, if the total project cost amounts to 15 million, the applicant's minimum own financial contribution must be at least 1.5 million. Third-party financing does not reduce the basis on which the 10% minimum contribution is calculated.</p>

	contribution is 9 million? (90%), or B) 1.5 million (10% of the total costs of 15 million), with SECO covering the remaining 8.5 million (57% of the total costs)?	
5.	Regarding Financial Contribution (EC4) and Annex 4 (Item 7.6): Is it permissible for the mandatory 10% own co-financing to be provided by a third-party partner (a Ukrainian legal entity with no Swiss ownership) that is part of the project implementation? Specifically, if the Swiss applicant and its subsidiary lack the immediate liquidity for the 10% share, can a contribution from a local strategic partner be counted towards this requirement, or must the 10% originate exclusively from the Swiss parent company's assets?	The 10% own contribution requested under eligibility criterion 4 must be provided by the applicant (either the Swiss parent company or the Ukrainian subsidiary).
6.	Appendix 1 (AC9: Our Own Contribution): We understand that our 10% contribution may be provided as an in-kind contribution (e.g. materials, personnel time, facilities, equipment, technology, or expertise). As such, this amount is not allocated as cash to any bank account. Is that correct? Furthermore, we understand that this amount will be reflected on (or deducted from) the invoices accordingly.	Please see answer 1.
7.	Is it mandatory for the company to contribute a minimum of 10% to the project? Can the company's contribution be smaller, with the rest of the minimum contribution covered by the government agency implementing the project? For example, 5% from the company and 5% from the government agency.	Please see answer 5.
8.	Tender document Annex 1 / EC4: You specify that company own contribution required demonstrating the commitment to cover at least 10% of the total project cost. In case a subcontractor in the same project is investing in Ukraine, will this be evaluated positive resp. will count as part of the overall contribution?	Please see answer 2.

9.	<p>If a project proposal comprises both engineering services and construction works, can the required own financial contribution (minimum 10% pursuant to eligibility criterion EC4) be applied exclusively to the engineering component of the project?</p> <p>This question arises because the construction works would be executed by local building companies, for whom it cannot reasonably be expected to provide an own financial contribution under these rules. We therefore seek clarification as to whether limiting the own contribution to the engineering scope is acceptable, provided that this contribution is clearly linked to the project and transparently reflected in the budget.</p>	Please see answers 1-5.
10.	<p>There is an obstacle in fulfilling the section stating that a minimum financial contribution of 10% is mandatory, as specified in EC4. AC9 evaluates optional additional financial and/or non-financial ("in-kind") contributions from the applicant. Given the ongoing war in Ukraine, legislation prohibits the transfer of funds abroad until the end of the war, except for the acquisition (purchase) of products and raw materials. Therefore, fulfilling this section is impossible for objective reasons. Could you please let me know if this will be grounds for rejection of our proposal at the tender?</p>	Please see answer 1. There is no need to transfer money from Ukraine abroad. The own contribution does not have to be transferred to a SECO bank account. The own financial contribution of 10% from the applicant should be used for the implementation of the project by the applicant.
Financial and Security Risk: Financial Solvency (EC 6) / Bank Guarantees / Credit Insurance / Security Situation/ War risk insurance		
11.	<p>Do the company's complete annual reports have to be disclosed in accordance with the points in Annex 2 Stage 1? Please note that annual reports are confidential to us and we do not share them externally</p>	<p>The annual financial reports including balance sheet, income statement and cash flow statement including audit report need to be submitted as evidence of the financial company's capacity to implement the project. Documents will be kept confidential by SECO.</p>
12.	<p>Regarding Eligibility Criterion EC6, if the most recent audited financial statements are not available by the Stage 1 deadline (8 March) but will be finalized by the end of March, is it acceptable to submit them at Stage 2 and adjust the project budget accordingly, or is there any alternative way to demonstrate financial capacity at Stage 1?</p>	<p>If the most recent audited financial statements are not available by the stage 1, applicants shall submit the audited financial statements from the previous years instead.</p>

13.	<p>Solvenz: Durchschnittlicher Jahresumsatz der letzten 3 abgeschlossenen Geschäftsjahre muss mindestens das Zweifache der maximalen Jahresausgaben des Projekts betragen.</p> <p>Frage: War diese Anforderung bereits eine Bedingung im ersten Call for Proposals in 2025?</p>	All requirements applicable to the present call for proposals are contained within this document and its annexes. No reference may be made to the previous call for proposals for any claim or interpretation.
14.	<p>Question regarding the preconditions listed in EC6: Confirmation of financial solvency:</p> <p>To meet the preconditions for a project of CHF 3 mio the applicant needs an average turnover of CHF 6 mio, correct?</p>	According to eligibility criterion 6, the applicant's average annual turnover must be at least two times the maximum annual project expenditure. This means if a project requires three million over three years, the company's average annual turnover must be at least two million over the last three years.
15.	<p>Three Swiss companies that form part of a Swiss holding and offer complementary products and services, intend to jointly submit a combined project proposal for a project in Ukraine, with one of the companies acting as the lead entity and assuming overall project management.</p> <p>Could you please confirm whether, for the purposes of EC6 "Confirmation of financial solvency", the consolidated turnover of the Swiss holding, to which these three companies belong, may be submitted in order to demonstrate the average annual turnover over the last three financial years?</p>	The implementation and financial capacity of the Swiss applicant company submitting and implementing the project is considered for evaluation. In case of a holding structure, if the parent company submits the project, the implementation and financial capacity of the parent company is considered. Due to liability reasons, the consolidated turnover of the parent company cannot be considered for the evaluation of the financial capacity of a subsidiary in a holding structure.
16.	<p>Submission: signed solvency letter + audited annual financial statements for the last 3 years + extracts from the commercial and debt enforcement registers (no older than 6 months).</p> <p>Was this requirement already applicable in the last Call for Proposals in 2025?</p> <p>Is an exception to this requirement possible through the provision of a guarantee?</p>	<p>All requirements applicable to the present call for proposals are contained within this document and its annexes. No reference may be made to the previous call for proposals for any claim or interpretation.</p> <p>According to the main document (section 5.1.) proposals that do not fulfill the eligibility criterion in full and without any restriction or modification will not be evaluated further and will not be selected neither for stage 2 nor for final selection.</p>
17.	<p>Question on credit insurance:</p> <p>Could it be possible to obtain a public credit insurance cover 100% (or at least a % part) of the CONTRACT amount ?</p>	With the present call for proposals SECO subsidizes projects according to the legal basis described within the main document (see section 8). Credit insurance is excluded under the present call for proposals.
18.	Insurance cover for services in Ukraine (war-risk) – SECO	Under the present call for proposals, SECO does not provide any

	guidance requested	insurance mechanism, nor has it applied any insurance solution for previously awarded companies. Please see answer 19.
19.	Transport risks Will the transport-related risks be borne by the Swiss Confederation, or are we required to insure against such risks ourselves?	Under the present call for proposals, transport insurance is not a requirement.
20.	Guarantees What formal guarantees does SECO expect from the bidder for the equipment supplied, the work performed and the implementation of the project? Will we have to provide an insurance policy for the entire value of the project? This may prove impossible for our project (Kharkiv).	The applicant is responsible for the implementation of the project according to the project proposal submitted and the agreements during the contract clarification Disbursements will be conditional upon the fulfilment of contractually agreed milestones. Product/equipment guarantees shall be provided according to regular company standards/policy (also for other customers) and legal requirements. If changes to product/equipment guarantees are applied due to the war against Ukraine, this shall be justified in the project proposal. An insurance policy for the entire value of the project is not required.
21.	Bank Guarantee and Advance Payment Is the amount of the bank guarantee required to strictly correspond to the amount of the advance payment, or are there other criteria used to determine the guarantee amount?	The applicant must have the financial capacity to take out an advance payment guarantee for an amount up to 20% of the amount of its project. The necessity and exact amount of the bank guarantee as well as the advanced payment will be determined by SECO based on the payment schedule for the project proposed by the applicant.
22.	Bank Guarantee in Case of No Advance Payment If the Applicant is prepared to implement the project without receiving an advance payment, is the provision of a bank guarantee still mandatory?	If the applicant does not require any advance payment throughout the project, but only invoices for services or products already delivered, there is no need for a bank guarantee.
23.	Determination of the Cost of a Bank Guarantee We kindly request clarification on the approach to determining eligible costs related to a bank guarantee, in particular the initial bank guarantee. Are there any recommended limits, standard rates, or methodological guidelines applicable to the recognition and justification of bank guarantee costs?	The necessity and exact amount of the bank guarantee will be determined by SECO based on the payment schedule for the project proposed by the applicant. The bank guarantee shall not exceed 30% of the total contract budget; it shall cover an amount equal to 100% of the advance payment.
24.	What does the 20% bank guarantee requested represent?	The advance payment guarantee serves to cover the amount of any

	<p>What precisely does the bank guarantee? Can you provide a standard text of the bank guarantee to be provided?</p>	<p>advance payment provided by SECO to the company. The applicant must have the financial capacity to take out an advance payment guarantee for an amount up to 20% of the amount of its project, for the entire duration of the project. The necessity and exact amount of the bank guarantee will be determined by SECO based on the payment schedule for the project proposed by the applicant during the contract clarifications period.</p>
25.	<p>Risks, changes</p> <p>The city for which we are preparing the offer (Kharkiv) is located close to the Russian border and is under fire. The reconstruction of the energy infrastructure will be executed in several stages over a period of 2 years. Planning deliveries and works is difficult in these circumstances and must be done on an ongoing basis, probably only a few weeks before delivery and installation. We must also consider possible significant changes in scope and deadlines resulting from these objective circumstances.</p> <p>Will SECO accept such a flexible project preparing and implementing?</p>	<p>Due to the on-going war against Ukraine, adaptations throughout project implementation are possible subject to authorization of SECO. Please see answer 46. To allow evaluation of possible risks and adaptations of deadlines, risks need to be compiled accordingly in the respective application form stage 1 (annex 2).</p>
26.	<p>Question to security situation:</p> <p>Due to security situation our employees are not allowed to be present at Client site in Ukraine. Does the project selected and funded shall mandatory contain the installation and site commissioning? Project with Goods delivery at place Ukraine only is acceptable?</p>	<p>The applicant is responsible for the full project implementation and is asked to assess the respective project risks (see award criterion 5). Subcontractors are allowed for implementation of certain parts of the project and must be disclosed accordingly as part of the project proposal. Furthermore, the Technical Committee will assess the implementation capacity of each applicant (see award criterion 7). This task must be performed either by the applicant or by a subcontractor of the applicant or by the main end beneficiary as its contribution to the implementation of the project.</p>
Budgeting / Eligible Costs / VAT		
27.	<p>Contingency Level</p> <p>Question:^[1] Is there an acceptable or recommended contingency range (e.g. 3–5–7%), or is the level of contingency determined entirely on a case-by-case basis?</p>	<p>The contingency is determined on a case-by-case basis. The applicant should propose a contingency based on its assessment of the situation and industry standards.</p>

28.	<p>Invoicing of Our Contract: As the contract will be concluded between SECO and our company, invoices will be issued directly to SECO. Pursuant to Art. 43 Para. 2, such invoices shall not include VAT (applicable neither in Switzerland nor in Ukraine). Consequently, VAT does not need to be considered within the project financial calculation. We kindly request confirmation of this interpretation.</p>	<p>Within the application documents it is indicated whether costs should be stated inclusive or exclusive of VAT. Information on VAT is provided in the main document (see sections 7.4 and 7.5) and is further detailed in Annex 6 (contract template). All successful applicants automatically commit to dedicate their best efforts to register the selected project as an international technical assistance project in Ukraine, which is a prerequisite for VAT and other duties exemption in Ukraine.</p>
29.	<p>VAT Budgeting Should Ukrainian VAT be provisioned in the project budget if ITA exemption is not guaranteed at the time of application? Additionally, how should VAT savings be reflected in reporting if the exemption is granted during project implementation?</p>	<p>This is correct. Budget and actual expenses should always be accounted for with and without VAT. In case VAT exemption is granted, the "savings" should be reinvested as a priority in supplementary goods/services to be delivered by the project or reimbursed to SECO if not possible. The company is expected to do its best to have a project registered as an international technical assistance (ITA) project before the project activities commence.</p>
30.	<p>Main Document: P. 5, Cl. 3.5, last paragraph: The financial contribution for a project can only cover effective costs incurred for the project and must not lead to a situation where the applicant reaches an undue profit beyond its costs for the project for which the financial contribution is provided.</p> <p>Question: What does this mean for the costs from the use of own employees for the project? How would these prime costs have to be calculated? Can an industry-standard approach be used here?</p>	<p>Only costs incurred for and related to the project will be covered. The costs for the use of own employees must be disclosed in the budget as requested under annex 2 (stage 1 application Form, section 2.9), annex 3 (stage 2 application form, section 2.9), and annex 4 (stage 2 budget template).</p> <p>The technical committee will assess the declared costs and compare them with prevailing market prices. If the costs are deemed not reasonable, this will be reflected accordingly in the evaluation and scoring of the proposal. Furthermore, in line with Section 3.5 of the Main Document, SECO may request a budget adjustment.</p> <p>Further guidance on how to compile the budget template can be found in the documents referenced above.</p>
31.	<p>Eligible and Non-Eligible Costs We kindly request clarification on which categories of the Applicant's costs are considered eligible under this Call, and which types of costs are not eligible for financing under any circumstances.</p>	<p>Please see answer 30.</p>
32.	<p>Determination of Audit Costs We kindly request clarification on the approach to determining</p>	<p>Audits shall be undertaken by external, independent and state-recognized auditors according to the standard ISA 805 or a</p>

	<p>the eligible cost of audits, in particular:</p> <ul style="list-style-type: none"> • annual audits; • the final project audit. <p>Are there recommended limits, standard rates, or methodological guidelines applicable?</p>	<p>comparable national standard (in the case of Switzerland: Eingeschränkte Revision). Only audit costs pertaining directly to the project are eligible. The actual cost of financial audits will be reimbursed upon presentation of an invoice.</p>
33.	<p>Overhead Costs</p> <p>Some examples refer to “overhead costs”, while the guidelines exclude routine business overheads. Which types of project-specific overhead costs are considered eligible, and how is the boundary defined between eligible project overheads and non-eligible routine business costs?</p>	<p>Please see answer 30. Hence, applicable overhead costs are e.g. overhead costs incurred for employees working on the project for the duration of their engagement in the project to the percentage of their engagement in the project.</p>
34.	<p>“Eligible up to in CHF” Field</p> <p>In Annex 4, is the column “Eligible up to in CHF” required to be completed by applicants? Does this field represent a binding ceiling for eligible costs, or is it intended as an internal SECO assessment field?</p>	<p>The field eligible up to in CHF is required to be filled in by the company. It is the item price, that will be multiplied with the indications in column B and D, resulting in the total price in column G.</p>
35.	<p>Eligible Costs</p> <p>Can SECO funding be used to buy equipment, or only for training and services? What types of costs are allowed—such as local staff, training, maintenance, spare parts, service centers, software, and monitoring tools—and is there a preferred balance between spending on equipment and on capacity building?</p>	<p>Please see answer 30. As long as the costs are justified by the project and the project is eligible under EC and responds favorably to all ACs, there is no preferred balance. SECO will evaluate all costs proposed and request amendments, if costs seem non-justified or non-eligible.</p>
36.	<p>Requirement to Spend 60% of Funds in Ukraine</p> <p>The Call documentation contains a requirement that 60% of project funds must be spent in Ukraine; however, this requirement is not consistently reflected across the mandatory criteria, the main Call document, and the evaluation criteria.</p> <p>We kindly request clarification on the following:</p> <ul style="list-style-type: none"> • whether the 60% requirement is mandatory or evaluation-based; • what exactly is meant by “expenditure in Ukraine” (works, 	<p>Clause 4.2. of the contract template (annex 6) stipulates this as a general requirement. SECO recognizes that certain specialized equipment, components or services may need to be sourced outside Ukraine, but ultimately will be put into use in Ukraine. The application should justify why components need to be sourced outside of Ukraine. If the funds spent outside of Ukraine are demonstrably for the benefit of the Ukrainian entity in connection with the project, it might be considered as incurred in Ukraine. Each application will be evaluated individually upon submission.</p>

	<p>services, personnel, taxes, installation, logistics, etc.);</p> <ul style="list-style-type: none"> • how this requirement should be addressed if equipment or technologies supplied under the project are not manufactured in Ukraine. 	
37.	<p>EC4:</p> <ul style="list-style-type: none"> - In the project can we include delivery of equipment and services (mounting, tuning, site acceptance tests)? Can we attribute general cost of Ukrainian factory (rent/acquisition, machines and other equipment) to 60% financial contribution inside Ukraine? - "Important share of supply chain sources parts from Asia, Switzerland and EU. Sourcing 60% inside Ukraine seems difficult as no local suppliers are available or local suppliers can not provide parts with acceptable quality? - Are there exceptions to the 60-40 rule?" 	<p>Project activities may include the delivery of equipment and related services such as installation, configuration and testing, provided these are part of the project described in the proposal and comply with the contract template (annex 6).</p> <p>With regard to cost allocation, only project-related expenditure that is necessary for the implementation of the approved project may be covered by the financial contribution. General operating or investment costs of a company would not normally be considered as project expenditure unless they are clearly and directly linked to the implementation of the approved project.</p> <p>Please see answer 36.</p>
38.	<p>Annex 6 Contract Template: 4.2 Use of Funds</p> <p>"At least 60% of the financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity." – Does this mean that at least 60% of the financial contribution in cash must be transferred to the account of the Ukrainian subsidiary? If a Swiss company has a Swiss supplier and purchases equipment and services from subcontractors in Switzerland, would it be sufficient to deliver the goods to Ukraine while paying for the materials in Switzerland directly, without transferring funds for equipment payments to Ukraine?</p>	<p>The requirement concerns the question of where and for what purpose project funds are spent, not the location of the bank account used for payment. "Spent in Ukraine" refers to project-related expenditure incurred in Ukraine and directly linked to the implementation of the project for the benefit of the Ukrainian entity. Payments to suppliers or subcontractors located outside Ukraine, including for equipment or services procured abroad, may form part of the share of funds spent outside Ukraine.</p> <p>Please see answer 36.</p>
39.	<p>Origin of products and services</p> <p>Contract Template: "4.3 Use of funds: ...At least 60% of the financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity."</p> <p>The modern technologies and equipment we offer are not yet manufactured in Ukraine. A significant part of the project's value (over 50%) comes from our products sourced from</p>	<p>Please see answer 36.</p>

	<p>Switzerland and the EU. All this equipment, together with complementary products from local manufacturers, will be permanently installed in the city's infrastructure.</p> <p>Will this proposal meet the requirement "At least 60% of the financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity.", even though over 50% of the equipment used will come from Switzerland and the EU</p>	
40.	<p>Swiss technology, market prices, justified costs</p> <p>Main doc "2. Situation and context: ...Swiss companies can make an important contribution to Ukraine's recovery and reconstruction process, including with innovative and high-quality products..."</p> <p>Contract template: "4.2 Use of funds: the Company commits to calculating costs and prices according to fair market value. We plan to offer our latest technologies and products from factories in Switzerland and the EU. These solutions are not yet widespread in Ukraine, and there are no equivalents manufactured in this country. Due to the specific nature of the Ukrainian energy sector (legacy GOST standards, special performance requirements), the standard equipment has to be redesigned and upgraded.</p> <ol style="list-style-type: none"> 1. How to determine fair market value for Ukraine. Is the Swiss, German or Polish market an appropriate benchmark? 2. Will the additional costs associated with adapting the range and technical characteristics of the equipment be considered justified? 	<p>Fair market price refers to the cost-covering price plus a reasonable profit margin, that would also be applied to other customers in the same market. If the equipment is newly introduced in Ukraine, and a market price needs to be set, a short justification (unit cost breakdown) for the set unit price shall ideally be submitted with the application.</p> <p>Costs related to and incurred for the project will be covered. This includes costs for adaptation of the product to Ukrainian requirements as long as they are reasonably justified in the project proposal.</p>
41.	<p>Main Document, 7.2 Flow of Funds</p> <p>"At least 60% of the financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity."</p> <p>Can you clarify this requirement?</p>	Please see answer 36.
42.	<p>Call for Proposals 7.2:</p> <p>"At least 60% of the financial contribution shall be spent in Ukraine". Can you provide an example? Could you please</p>	Please see answer 36. Illustrative example (for explanation purposes only): If a project receives a financial contribution of CHF 3 Mio. at least CHF 1,800,000 should correspond to eligible project

	provide a exemplary calculation, where 60-40 split is shown?	expenditure in Ukraine. Up to CHF 1,200,000 may correspond to expenditure outside Ukraine, provided that these costs are demonstrably for the benefit of the Ukrainian entity and directly connected to the project.
43.	<p>Value for Money & Local Spend</p> <p>In assessing value for money, should lifecycle cost be emphasized over purchase price, and is preventive maintenance eligible? Regarding the 60% local spend requirement, do imported equipment and HQ-based services fall under the remaining 40%, and do local assembly, training, and servicing qualify as local spend?</p>	<p>The market price of goods/services typically does not include lifecycle costs unless the company proposes a clear assembly, service, maintenance and disposal model. This would have to be justified in the project proposal.</p> <p>With regards to preventive maintenance: Projects should be completed by 31.12.2028. Please see answer 30. Preventive maintenance, if delivered before 31.12.2028, may be eligible.</p> <p>Regarding the 60/40% split: The division of costs as proposed is correct. Each application will be evaluated individually upon submission. Please see answer 36.</p>
44.	<p>Under Chapter “2.9.1. Budget” in the Application Form “Stage 1” in Annex 2, there is a budget sub-section called “Other Costs – E.g overhead costs”.</p> <p>Could you elaborate on SECO’s definition of eligible expenses under this sub-section?</p>	Please see answer 30. If there are costs included in your project, that do not fit into any of the suggested budget categories, please add them in the section “other costs”. Alternatively, you can adjust the budget table as you deem fit for the project as long as transparency and overview is ensured.
45.	<p>Profitability, cost calculation</p> <p>R: Main doc. 3.5 “Budget and SECO financial contributions: “the financial contribution for a project can only cover effective costs incurred for the project and must not lead to a situation where the applicant reaches an undue profit beyond its costs for the project ”.</p> <p>We are a medium-sized manufacturing company operating on a fully commercial basis. The proposal being prepared is of considerable value, and the project is difficult and risky. Sales revenues must cover both direct and indirect costs of its implementation. In the case of our own products from our factory in Switzerland, the sales price also includes a contribution margin covering a proportional part of the company's overall costs:</p> <p>Q1. Does SECO accept projects based on commercial</p>	<p>Question 1: A fair market price can be applied that refers to the cost-covering price plus a reasonable profit margin, that would also be applied to other customers in the same market. An unreasonable margin or undue profits are not allowed. Ideally, the company submits a short justification (unit cost breakdown) for the set unit price including the relevant risk and profit considerations.</p> <p>Question 2: Yes, see answer above, as long as price calculations are justified.</p> <p>Question 3: See answer to Q1, anything above the cost covering price plus a reasonable and justified profit margin would be considered as undue profit.</p> <p>Question 4: See answer to Q1,</p> <p>Market prices are defined as the prices for which the company has been selling their product in Ukraine up to now. If the product is newly introduced in Ukraine, and a market price needs to be set, a</p>

	<p>calculations, i.e. taking into account the final profit and risk premium?</p> <p>Q2. Will the calculation of own product costs including a margin to cover overheads be accepted as 'effective costs incurred for the project'?</p> <p>Q3. How should we understand "... an undue profit beyond its costs for the project.": Do you mean any profit beyond direct cost, a profit above our market average, other ?</p> <p>Q4. Given that neither our equipment nor their equivalents are manufactured in Ukraine, will market prices in Switzerland be accepted as a reference point?</p>	<p>short justification (unit cost breakdown) for the set unit price shall ideally be submitted with the application.</p>
46.	<p>Reallocation During Implementation</p> <p>Is there a tolerance threshold for reallocations between budget categories during project implementation that can be made without a formal SECO amendment, or does any reallocation require prior written approval from SECO?</p>	<p>In general, according to Art. 4.2. of the contract template (Annex 6), any changes to the budget require the prior written authorization of SECO. However, reallocation of up to 10% of a budget item is allowed.</p>
47.	<p>Flow of funds</p> <p>Contract template „4.1 Flow of funds: the Company shall open a dedicated bank account in Ukraine in the name of the Company's subsidiary to which the Company shall transfer the financial contribution.</p> <p>Does this mean transferring the full amount of financial contribution to a bank in Ukraine? For equipment and services imported into Ukraine (e.g from Switzerland), would it not be reasonable to transfer payments directly from the account in Switzerland rather than through a bank in?</p>	<p>The key word in section 4.1 is that for monitoring purposes there needs to be a dedicated bank account in Ukraine for the project. Please see answer 36. Payments from Swiss accounts for costs incurred in Switzerland are permissible. According to section 5.2 of the contract, also the Swiss bank account shall be a dedicated one.</p>
48.	What volume of reports does each reporting stage require?	<p>Reporting includes one operational and financial report per project milestone (typically each 3 to 6 months, depending on how the project is structured). Reports include a narrative part, supporting evidence for the attainment of project deliverables and milestones (as agreed between the company and SECO during contract negotiation) and a cost reporting table comparing actual spending (own contribution and SECO contribution) to the planned budget.</p> <p>In addition to reporting, a dedicated monitoring team will also carry</p>

		out field visits and spot checks. All selected companies will be expected to provide all the necessary information for project monitoring.
49.	Can the company include in the project cost the grant-funded support staff (project manager, lawyer, accountant) who will be working specifically on this project, tranches, and reporting?	Please see answer 30.
50.	<p>Profit, Mark-Ups and Pricing Policy</p> <p>What is considered, under this Call, as unjustified profit of the Applicant exceeding the actual project implementation costs? In particular, we would appreciate clarification on the following:</p> <ul style="list-style-type: none"> • whether it is permissible to apply a market-based mark-up to goods and services provided within the project; • whether there are specific benchmarks or limitations (e.g. cost-plus approach, comparison with market prices) that should be used to demonstrate the justification of pricing. 	Please see answers 30 and 45.
51.	<p>Subcontractors Placement</p> <p>In SECO budget examples, subcontractors appear both under Personnel Costs and as a separate budget line. Should subcontractors always be reported under a dedicated budget line, or may they remain under Personnel Costs if this approach is clearly justified?</p>	Ideally, subcontractors are listed as an own budget category especially in the case of various subcontractors, as suggested in the budget templates. They can however also be listed under personnel costs as the applicant is allowed to make changes to the budget template as long as transparency and overview remains ensured.
52.	<p>Goods Categories</p> <p>Different templates refer to “Delivery of Goods and Services” and “Procurement of Goods and Machinery”. Which category should be used for equipment, and is it acceptable to merge or adapt budget categories if this is clearly justified?</p>	<p>Please see answer 44.</p> <p>As for the referenced budget categories: Delivery of Goods and Services refers to the goods/services an applicant is supplying to Ukraine under the present project. Procurement of Goods and Machinery refers to equipment purchased e.g. for the production of goods for delivery to Ukraine. please see also answer 40.</p>
53.	<p>Percentage Allocation When Selecting Regions (Section 2.6 of the Application)</p> <p>In Section 2.6 of the Application, applicants are required to indicate a percentage allocation when selecting regions.</p>	The percentage is calculated according to budget allocation.

	<p>Please clarify:</p> <ul style="list-style-type: none"> • what exactly this percentage represents (budget allocation, volume of works, number of facilities, beneficiary coverage, etc.); • which approach and methodology should be used to calculate and justify this percentage. 	
Project Partners / Subcontractors / Subsidiaries / Consortia		
54.	Annex 2_Stage 1, Cl. 1.5: Who is considered to be a "project partner"? Is there any threshold of involvement in the project or is any kind of (minor) contribution covered? Can additional project partners be added at a later stage (subject to SECO's approval), or will the list in the application be exhaustive?	Project partners are referred to as partners involved in the project set-up and the respective implementation (e.g. a subcontractor or several performing part of the project implementation, a receiving community, etc.). Applicants can also engage sub-contractors at a later stage (e.g. for tenders that have to be conducted for elements of project implementation).
55.	<p>What restrictions, if any, apply to the registration date of a Ukrainian subsidiary?</p> <p>Is it permissible for the subsidiary to be registered or acquired in 2026?</p>	According to eligibility criterion 2 of the present call for proposals, the Ukrainian entity must be registered in Ukraine by the closing date for Stage 1 of the Call. No exceptions are permitted.
56.	<p>Operations & Service Centers</p> <p>Is it acceptable for a Swiss technology partner to remain responsible for operation, training, and maintenance during the project period, and can the creation of regional service hubs or training centers be included as part of the public infrastructure?</p>	This is acceptable. However, according to award criterion 4 the long term effect of interventions should be demonstrated. Hence, the project proposal should outline who takes over the operation, training and maintenance after the project duration and to which conditions. Hubs or training centers can be treated as eligible public infrastructure provided that eligibility criterion 12 is respected.
57.	Is it possible, two Swiss companies each with Ukrainian established presence team up for one proposal? This is to cover an even greater necessity and thus a larger area	In the framework of the present call for proposals consortia are not eligible according to eligibility criterion 2. Project partners incl. another Swiss companies are allowed to figure as subcontractors within the project set-up.
58.	In the main document is stated that each applicant may submit only one application under this Call for Proposals Q: is it possible to be in another application listed as subcontractor / supplier ?	An applicant is allowed to figure as subcontractor for another project proposal.
59.	Could you please confirm whether it is acceptable for two Swiss companies to jointly apply under the SECO programme	Please see answer 57. One Swiss company should act as applicant. Project partners incl. another Swiss company are allowed to figure

	within a single project, where one company supplies one type of equipment and the other provides other type of equipment, together necessary to deliver an integrated solution? If permitted, would such a structure be considered a positive or negative factor in the project evaluation?	as subcontractors within the project set-up.
60.	Does the programme allow the submission of a single application with a budget split across activities benefiting two end-beneficiaries?	Different end beneficiaries are acceptable, provided that eligibility criterion 12 is respected.
61.	We would like to request a clarification regarding applicant eligibility under the Call for Proposals. In a scenario where a Swiss company applies as the main applicant, while project implementation in Ukraine is carried out through Ukrainian entities belonging to the same international group, but not directly owned by the Swiss applicant, would such a structure be considered eligible? In this case, both entities are sister companies ultimately owned by the same Swiss beneficial owner with majority ownership. We would appreciate your guidance on whether this structure complies with the eligibility requirements.	In case eligibility criterion 2 is fulfilled, this is acceptable. The applicant (both the company in Switzerland and its subsidiary in Ukraine) are responsible to carry out project implementation and to report directly to SECO.
62.	We would like to inquire whether subcontracting modalities are permitted under this call for proposals. If so, could you please clarify whether there is a specific legal threshold applicable to subcontracting organisations?	Subcontracting modalities are allowed for the present call for proposals. Consortia are excluded according to eligibility criterion 2.
63.	Is an operational company B, which generates an annual turnover of approximately 8 million, and forms part of the holding structure A with a consolidated turnover of around 50 million, legally permitted to submit a project with a volume of 12 million under its own corporate name – also considering that company B holds a subsidiary B1 in Ukraine? Or is it required that the project be submitted in the name of Holding A, so that the project size corresponds to the economic capacity or turnover of the contracting legal entity? In connection with the previous question, the issue arises	Please see answer 15. If a subsidiary (e.g. operational company B) submits the project, its implementation and financial capacity is considered. Due to liability reasons, the consolidated turnover of the parent company cannot be considered for the evaluation of the financial capacity of the subsidiary in a holding structure.

	whether, for the purpose of submitting the project, it is legally required that the holding company itself maintain a subsidiary in Ukraine, or whether it is sufficient that an operational subsidiary of the holding company owns and operates a company in Ukraine.	
64.	Should the CVs of key project members only concern people from the Swiss company or also the entity in Ukraine?	If the key project members of the legal entity in Ukraine are relevant to the implementation of the project, their CVs should be included.
Registered Swiss Company with a presence in Ukraine (EC2) / Swissness (AC 10)		
65.	Regarding the Strategic Outlook for 2027-2028: Does SECO intend to maintain the requirement for a Swiss company to have a pre-existing subsidiary or branch in Ukraine for future calls? Specifically, is there a plan to open applications for Swiss companies that do not yet have a local legal entity but propose to implement projects through established Ukrainian partner companies?	This Call for Proposals is limited to Swiss companies already established in Ukraine. A new legal basis is required in order for Swiss companies that are not present in Ukraine to deliver goods and Services to Ukraine. To this end, the Federal Council has approved a bilateral agreement with Ukraine on 25 June 2025. This bilateral agreement is subject to Parliamentary approval and subject to a facultative referendum. The bilateral agreement could enter into force in the Fall 2026.
66.	Regarding Eligibility Criterion EC2 (Proof of being a Swiss company): The instruction states that the entity must have been registered in Switzerland since 01.01.2022. Could you please clarify if this is a minimum requirement for the duration of existence (i.e., the company must have been registered no later than 01.01.2022) or if it refers to companies established only after this date? Standard eligibility usually prioritizes established entities with a track record prior to the full-scale invasion."	According to eligibility criterion 2, only applicants registered no later than 01.01.2022 in Switzerland are eligible and can apply.
67.	Does a Swiss company with a registered permanent commercial representative office in Ukraine meet the eligibility criteria under "EC2: Proof of being a Swiss company with presence in Ukraine" for participation in the Call for Proposals?	According to eligibility criterion 2, applicants must provide evidence of being a registered entity in Switzerland with an established presence in Ukraine. The entity must have been registered in Switzerland no later than 01.01.2022. The Swiss-registered entity must hold majority ownership of the legal entity in Ukraine or both entities (the Swiss and the Ukrainian) must be sister companies ultimately owned by the same Swiss beneficial owner(s) holding the majority ownership in each company. From the information provided it would have to be assessed whether the Swiss-registered entity

		holds majority ownership of the legal entity in Ukraine.
68.	<p>Main Document: P. 4, CI 3.1/Annex 1, CI 1.3: We understand that following entities qualify as applicants (a) Swiss companies registered in Switzerland before or by 01.01.2022 with a majority ownership over a subsidiary/branch in Ukraine; or (b) both entities (the Swiss and the Ukrainian) are sister companies ultimately owned by the same Swiss beneficial owner(s) holding the majority ownership in each company, registered no later than the closing date of this Call for Proposals.</p> <p>a. Is the beneficial ownership also relevant in the first case group or can Swiss companies registered in Switzerland before or by 01.01.2022 with a majority ownership over a subsidiary/branch in Ukraine have foreign beneficial owners?</p> <p>b. Is the eligibility criteria fulfilled if the second question in Annex 1, No. 1.3 ("Are both entities (the Swiss and the Ukrainian) sister companies ultimately owned by the same Swiss beneficial owner(s) holding the majority (>50%) ownership in each company?" cannot be answered with "yes"?</p>	Please refer to eligibility criterion 2. Beneficial ownership is not a relevant criterion in any context.
69.	<p>The applicant company must be registered in Switzerland (registration no later than 01.01.2022).</p> <p>Is an exception to this requirement possible upon application?</p>	According to the main document (section 5.1.) proposals that do not fulfil the eligibility criteria in full and without any restriction or modification will not be evaluated further and will not be selected neither for stage 2 nor for final selection. Exceptions are excluded.
70.	<p>Subsidiary in Ukraine:</p> <p>The tender will be submitted by our holding company. As a 100% subsidiary of our holding we own to 100% a Ukrainian company and as such the holding company indirectly owns the Ukrainian subsidiary, which is expected to play a significant role in the execution of the project. From the perspective of the holding company, the Ukrainian entity constitutes a second-tier subsidiary. We hereby request confirmation as to whether this ownership and corporate structure complies with the eligibility and award criteria set</p>	The implementation and financial capacity of the Swiss applicant company submitting and implementing the project is considered for evaluation. In case of a holding structure, if the parent company submits the project, the implementation and financial capacity of the parent company is considered for evaluation. If a subsidiary submits the project, its implementation and financial capacity is considered. Due to liability reasons, the consolidated turnover of the parent company cannot be considered for the evaluation of the financial capacity of the subsidiary in a holding structure. Hence, the company is advised to consider carefully which entity of the holding is best

	forth in the tender documentation.	placed to submit the application.
71.	QUESTION on EC2: Proof of being a Swiss company with presence in Ukraine. We would like to clarify whether the contract setup to implement at this Call for Proposals. The company (THE APPLICANT) will sign the CONTRACT directly with the Ukrainian Public entity (the Beneficiary). We plan to subcontract all the local services in Ukraine using our local legal entity plus potentially other local Ukrainian partner for site services. The company in Ukraine is not fully owned by the company in Switzerland (but both companies are part of the same company. Does consortium is accepted? Please could you clarify with us the best contract setup in order to fulfill the call for proposals requirement. Is it possible to have a short conference call to better clarify that point?	<p>Please see answer 68. Each application will be evaluated individually upon submission.</p> <p>According to eligibility criterion 2, the Swiss-registered entity must hold majority ownership of the legal entity in Ukraine or both entities (the Swiss and the Ukrainian) must be sister companies ultimately owned by the same Swiss beneficial owner(s) holding the majority ownership in each company. From the information provided it would have to be assessed whether the Swiss-registered entity holds majority ownership of the legal entity in Ukraine. Consortia are not eligible according to eligibility criterion 2.</p> <p>According to the main document (section 4.3.) SECO will conclude a contract with the Swiss-registered entity. Further information can be found in annex 6 (contract template).</p> <p>Please note that for reasons of equal treatment SECO will not enter into individual conversations with interested applicants in order to advise on the best setup.</p>
72.	How is the award criterion AC10 "Swiss added value/Swissness" evaluated in practice? In particular: What types of contributions (e.g., Swiss expertise, technologies, quality/project management, references, training/service concept) typically lead to a high rating, and are there minimum expectations or preferred evidence/documentation that we should submit in Stage 1 or Stage 2?	Swissness will be evaluated qualitatively based on the indicators listed within award criterion 10.
End beneficiaries, Public vs. Private companies		
73.	Regarding the End Beneficiary requirements in the Agriculture sector: Would a project be considered eligible if the applicant (a Swiss subsidiary) builds a processing facility, while the primary beneficiaries and suppliers are organized as a Municipal Cooperative (a communal enterprise co-owned by a local Hromada/rural community and farmers)?	According to eligibility criterion 12, the main end beneficiary must be a public entity. Secondary non-public beneficiary/ies, is/are possible. Each application will be evaluated individually upon submission

	Does such a structure satisfy the requirement for a 'state/public beneficiary', given that the project strengthens local public infrastructure and supports the economic resilience of the community?	
74.	Could you please clarify whether a Swiss company may implement a project with a Ukrainian government-owned company acting as the main end-beneficiary (receiving more than 50% of the project support), while a private company, acting as a critical operator in the priority region, participates as a second partner and, subject to agreement with the government-owned company, records the remaining project-related equipment on its balance sheet?	Please see answer 73.
75.	The documents stated that the company must record all assets under the grant on its balance sheet. After the project is completed and fully implemented, does the company transfer all property to the relevant state agency?	Please see answer 73. The main assets financed by SECO must be transferred to the ultimate end beneficiary (state agency, municipality, etc.) according to eligibility criterion 12.
76.	Corporatized State / Municipal Enterprises Is a state-owned or municipal enterprise that has undergone corporatization considered an eligible project beneficiary if: a) 100% of its corporate rights are owned by the state or a territorial community; b) part of its corporate rights is owned by a private investor, while the remaining share is owned by the state or a territorial community? If so, are there any restrictions regarding ownership percentages?	Please see answer 73. There is no predefined ownership percentage that automatically qualifies or disqualifies an entity. Applicants must clearly describe the legal status, ownership structure and public mandate of the proposed main end beneficiary in their application.
77.	Enterprises with Assets Transferred under Concession Is a state-owned or municipal enterprise considered an eligible project beneficiary if its integral property complex has been transferred under a concession agreement?	Please see answer 76.
78.	We have identified a project concerning the support resilience of dairy sector of Ukraine. It includes one Swiss company as a main participant of the program which intend to provide an equipment for 4 Ukrainian partnering companies. So the question is if one project can include 4 Ukrainian	Please see answer 73.

	companies as final beneficiaries of Swiss company.	
79.	Is it acceptable for the applicant to include four milk processing enterprises as beneficiaries within a single project application. These beneficiaries belong to the dairy products value chain.	Please see answer 73.
80.	Could you please clarify whether the requirement for an end-beneficiary implies ownership of the asset by the public entity, or whether a project remains eligible if the municipality is the primary public beneficiary, while ownership and/or operation is carried out by a private entity under public-interest contractual arrangements with the municipality?	Please see answer 73.
81.	Public End Beneficiary Could you please clarify what qualifies as a public end beneficiary in agriculture (e.g. ministries, municipalities, state-owned enterprises, land banks, public extension services, universities)? Would public entities qualify if they provide services to private farmers? If machines are publicly owned but used by farmers or cooperatives, does this still meet the public beneficiary requirement, and can multiple public beneficiaries be included under one national program?	Please see answer 73.
82.	Public Infrastructure & Ownership Can project-funded machines and training or service centers be classified as public infrastructure, and is it acceptable for them to remain publicly owned after project completion? Are service-based or rental models acceptable if they operate under a public mandate?	Please see answer 73.
83.	Rental / Service Model If farmers pay an affordable, regulated fee to use publicly governed equipment—aimed at cost recovery and long-term operation rather than profit—would this still be considered an acceptable form of public service under SECO rules?	Please see answer 73.
84.	Definition of end / final beneficiary R: Main doc.: “3.2 End Beneficiary: ... where a public entity	According to the contract template (Annex 6), the company is the beneficiary of the subsidy. For contractual purposes, a subsidiary,

	<p>(e.g. municipality, etc.) is the main end-beneficiary.” Contract template: “O. Contract references: The subsidiary, branch or subcontractor -> End-beneficiary of the subsidy, situated in Ukraine...”; “7.2 Flow of funds: financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity.”</p> <p>C: There are somewhat unclear definitions of the “end – beneficiary”: In the Main doc. you require it to be public entity (in our case Kharkiv) , but in the Contract Template the end-beneficiary is defined as the subsidiary or subcontractor (in our case company in Lviv). In the contract template you introduce the “Ukrainian entity that will ultimately benefit from the project” (here Kharkiv). The “Ukrainian entity” is also mentioned in Main Doc, 7.2 as final beneficiary of SECO funds (Kharkiv?). This is confusing but relevant for the understanding of the exact flow of funds requirements. In our proposal subsidiary or local partner (in Lviv) will deliver materials and services to the municipality (Kharkiv). The city (Kharkiv) will benefit from the reconstruction measures but play only minor role in execution of the project in terms of costs and resources.</p> <p>Q: Who do you consider the end-beneficiary of the subsidy?</p>	<p>branch or subcontractor must be involved in implementing the project activities in Ukraine, who is denominated as end beneficiary of the subsidy in the contract. The “Ukrainian entity” in the contract refers to the public entity in Ukraine that ultimately benefits from the project.</p> <p>According to 3.2 of the Main Document and the eligibility criteria, the main end beneficiary of the project in Ukraine for the purpose of the Call must be a public entity that ultimately benefits from the project. This corresponds to the “Ukrainian entity” referred to in the contract.</p>
85.	<p>End beneficiary contribution</p> <p>C: The ultimate beneficiary of our project is a municipality that lacks financial resources. Furthermore, the city's investments require the organisation of public tenders, which in the current circumstances significantly hinders the timely implementation of the project. Therefore, the city's role will consist of installation work, commissioning and subsequent operation. This type of in-kind contribution will amount to 10-20% of the project value. In this situation, SECO funds would have to cover up to 70-80% of the project value, a significant part of which consists of equipment from factories in Switzerland and the EU.</p> <p>Q: Is such a project structure acceptable to SECO?</p>	<p>Please see answer 71. Applicants must clearly explain the institutional set-up in their application documents. Each application will be evaluated individually upon submission.</p>

Ukrainian Government Requirements and Priorities / Letters of Support (EC3) / DREAM:		
86.	Annex 1, EC3: Multiple confirmation letters possible from different Ukrainian companies? (Rail, HV equipment)	The applicant must provide a letter from a Ukrainian government authority/agency, confirming the relevance of the project/proposal for the public interest of Ukraine and the need for the specific product or service provided by the applicant in Ukraine. This authority will act later as main end beneficiary of the project.
87.	Multiple Letters of Support If a project is supported by multiple letters of support: • how should they be correctly reflected in the application; • and how are such documents recommended to be uploaded?	Please see answer 86.
88.	In regard to the request to receive a recommendation letter from the local authorities. Can you please give guidelines or specificity from which local authority/agency should the recommendation letter come from.	Please see answer 86.
89.	Support letter from a Ukrainian authority (public body), dated within the last 6 months, confirming the relevance of the project (in English or Ukrainian with an English translation). Does this support letter need to already be available (dated within the past 6 months), or can it be submitted by early March?	Please see answer 86 and eligibility criterion 3.
90.	Government Letter of Need Which level of government letter is preferred for confirming public need (national ministry, oblast administration, or municipality)? Would a letter from the Ministry of Agrarian Policy be sufficient for a national project, can one umbrella letter cover multiple regions, and should the letter confirm the need for a specific technology or only the broader public challenge?	Please see answer 86. A letter from the Ministry would be sufficient. The technical committee will assess the technological suitability (award criterion 6) and implementation capacity (award criterion 7) of the regions where the project should be implemented.
91.	According to our understanding, it is not a mandatory requirement for a project to be registered on the DREAM project platform or included in the Single Project Pipeline, nor in a regional or local project pipeline, and this is not	Please see award criterion 1. At this stage, registration on the DREAM platform is not mandatory.

	<p>considered an exclusion criterion.</p> <p>Can a confirmation letter describing the specific need in the public interest of Ukraine – for example, issued by a regional administration – be considered a sufficient basis and proof for participation in the Call, in cases where the project is not registered in DREAM or included in any official project pipeline?</p>	
92.	<p>Project code: DREAM-UA-040825-30D6A93F</p> <p>Project name: Development of the water supply and drainage system in the city of Mykolaiv</p> <p>Submission of questions on the Call for Proposals:</p> <ol style="list-style-type: none"> 1. Do exist the list of project participants already involved in the implementation of this project (Customer, Contractors, Subcontractors, etc.). 2. How to contact the project manager and the responsible person from the MINISTRY OF DEVELOPMENT OF COMMUNITIES AND TERRITORIES OF UKRAINE (contact phone numbers, email addresses, etc.)? 3. Project status - what has been completed, what is currently being done, what is planned for completion and when (project schedule)? 4. How to obtain the initial data for the possibility of preparing the Proposal? 5. Who and how is responsible for the budget and project deadlines indicated on the DREAM website (dream.gov.ua/pip-pipeline)? 6. How can the Applicant receive a letter from a Ukrainian government authority/agency, dated within the last six months, confirming the relevance of the project/proposal for the public interest of Ukraine and the need for the specific product or service provided by the applicant in Ukraine? 	<p>SECO does not act as an intermediary between applicants and potential partners, such as the Government of Ukraine and the DREAM Office. Applicants are responsible for coordinating and preparing the project set-up, including engagement with UA beneficiaries, subcontractors, and the preparation of project documentation and/or other relevant information. This responsibility also includes obtaining a support letter from the Ukrainian governmental authority or agency.</p>
93.	<p>Project Consisting of Multiple Sub-Projects (DREAM)</p> <p>If the project consists of several sub-projects, each registered separately in the DREAM system, how should this be reflected in the application?</p>	<p>The application should list all sub-projects with their respective DREAM numbers.</p>

94.	Do all projects on the DREAM platform already have an implementor, or is it possible to apply to be an implementor?	SECO is not the competent authority to answer any questions regarding the Ukrainian DREAM platform.
95.	Is it possible to participate in a project on the DREAM platform with a partial delivery? Example: we can supply and install water meters for the drinking water supply, but we cannot deliver or repair defective pipes or reservoirs.	Please see answer 94.

Award Criteria: Sectors / Technologies / Development Impact (AC 2) / Additionality (AC 3) / Regions / Swissness

96.	Impact & KPIs Which impact dimensions are most important for agricultural projects (e.g. productivity, chemical reduction, biodiversity, water protection, emissions, food security, income)? Is environmental impact weighted more than productivity, and how important are gender, inclusion, and service-based delivery models?	The assessment of impact dimensions is project specific. It is at the discretion of the company to outline the main impact categories of its project. SECO cannot provide project specific guidance to an applicant for reasons of equal treatment.
97.	ESG, Risk & Technology Readiness Does SECO follow specific ESG or risk frameworks, how detailed must safeguard and mitigation plans be at Stage 1, and what level of field validation or references is required for a technology to be considered mature?	No specific ESG framework is followed, respectively one can be suggested by the company in Stage 2 of the application stage. In application stage 1, main risks must be identified and main mitigation measures proposed. It must be clear to SECO that the applicant considers project implementation realistically. In stage 2, a more detailed risk identification and mitigation framework is required see Annex 5. A technology is considered mature if it is reasonably tested, introduced into the market and used in comparable circumstances to the project.
98.	The proposed project aims to strengthen the cyber resilience of Ukraine's public and social infrastructure, specifically within the energy and healthcare sectors. This will be achieved by training specialized cybersecurity professionals to meet the needs of state, municipal, and other public entities. Before preparing and submitting a formal application for Stage 1, we would appreciate your feedback on whether the overall conceptual framework of such a project is in line with the objectives and eligible scope of the current SECO	Under the present call for proposals projects aiming to support the Economic Recovery and Reconstruction in Ukraine with both goods and services are supported. Please see answer 71.

	competition for Ukraine.	
99.	Impact Duration & Additionality How long should project impact persist after completion, and how should additionality be demonstrated for a scaling technology that is already proven but not yet widely accessible?	The project description should include a credible strategy how the main services/goods provided by the project can be sustained, continued and/or scaled-up after project duration. The longer project results can be sustained, the better. Additionality requires development results/outcomes that would not have been possible without the specific intervention of the project and requires a justification why a subsidy is needed for the implementation of the project (versus own funding of the company or other funding available). A technology that brings a relevant service/value add/development impact and has demonstrated scaling up potential would rank favorably in the award criteria.
100.	We would like to clarify, if projects in the area of protection of civilians serving Energy, Water and Sanitation as well as Social Infrastructure are of interest to SECO and might possibly be financed?	Based on the information provided, the sector described falls within the areas financed under the current call for proposals. However, each application will be evaluated individually upon submission.
101.	Could you please clarify how ecological, environmental and innovative technologies are rated in this tender, or if the focus is mainly on established, proven solutions?	According to award criterion 2, climate impact, sustainable development, and build back better principles will be reflected and assessed. Innovative technologies are not excluded, provided that the applicant demonstrates their technological suitability and implementation capacity, in relation to the demonstrated urgent needs of Ukraine. All technologies proposed under this project will be subject to a detailed evaluation following the Stage 1 submission.
102.	Institutionalization, Infrastructure & Knowledge Sharing Would SECO consider a national program that establishes publicly governed University Centers of Excellence and Municipal Agricultural Service Centers—integrated into public education and extension systems—as public infrastructure? Does SECO value projects that institutionalize training, applied research, and inclusive access (e.g. for veterans, IDPs, and war-affected farmers), and could a national Agronomic Forum for sharing knowledge, results, and practical experience be an eligible project component?	The present call for proposals seeks to fund proposals contributing to Ukraine's reconstruction and recovery in the selected sectors. Training and knowledge sharing is encouraged in connection with the delivery of equipment or the building of infrastructure. Each application will be evaluated individually upon submission.
103.	If a project is already started or may be start already in	Projects that are already ongoing are not excluded according to the

	<p>March/April 2026 and has been already pre-financed. Would this have any influence as the final selection of Projects will take place in August 2026.</p>	<p>eligibility criteria. However, award criterion 3 assesses additionality, under which projects that are already being financed may raise concerns regarding their added value.</p> <p>Also, expenses that would be disbursed by the applicant before contract signing will not be reimbursed retroactively by SECO.</p>
104.	<p>The company intends to implement a project to create a complex of maneuverable cogeneration capacities using gas piston generation to provide autonomous electricity to communities in a region of Ukraine where the energy situation is currently critical. Is such a project acceptable under this Call for Proposals, especially considering point E12 of the SECO Exclusion List ("... Gas power plants ... are generally not supported.")?</p>	<p>The SECO Exclusion List forms part of the eligibility framework for this call for proposals. Point E12 states that gas power plants are generally not supported. Due to the current energy crisis in Ukraine, exceptions may be considered by the selection committee.</p>
105.	<p>Question to AC 10 Swissness:</p> <p>Could you be more specific regarding Swiss quality and innovation? At our company we have sustainable, quality and innovation products, systems and solutions but this is not 100% dependent to the Swiss technology.</p> <p>Please note, reliability, transparency inclusiveness, trust charter, anti-corruption, code of conduct are part of our companies corporate core values, we don't have a specific and particular 'trust charter' for Switzerland Country.</p> <p>We will try to maximize the Swiss content (goods and services) using both our SE solution center and our Swiss partners.</p> <p>How is the percentage of Swiss content calculated?</p>	<p>Swiss proof of origin or content is not mandatory. Swissness will be evaluated qualitatively based on the indicators listed within award criterion 10.</p>
106.	<p>Regarding the Award Criteria Requirements AC1 (Priorities of the Governments of Ukraine and Switzerland), what is the % of the points awarded if the project:</p> <ol style="list-style-type: none"> is included in the Single Project Pipeline or one of the regional or local project pipelines; is located in a region that is NOT one of the Ukrainian Government's priority regions (for example if it is in the region of TERNOPILO); 	<p>Please refer to award criterion 1 for the respective scoring of the criterion.</p>

	c) is coherent with the portfolio of Switzerland's support measures for Ukraine?	
107.	Assuming a potential network project with a wide impact area, not limited to a single region, please clarify in AC1 how the phrase "is located in one of the Ukrainian Government's priority regions" should be understood. Does this term mean that the project must be implemented physically entirely within a priority region, or is it sufficient that the project is physically implemented partially within such a region(s). If so, in what part and how will this be assessed?	The percentage is calculated according to budget allocation.
108.	Annex 2: Application Form "Stage 1" point 1.5 Key Project Partners in Ukraine. Our project relies on permanent partners in UA, who will remain unchanged throughout the project, as well as partners we will select and who will be subject to change. Do the partners listed in this section have to remain unchanged throughout the project? Or should we also include potential partners too?	Key project partners shall be clearly indicated in the Application. But the applicants can engage additional sub-contractors at a later stage (e.g. for tenders that have to be conducted for elements of project implementation). Potential partners can be also mentioned. Please note that the information provided has to be realistic and feasible. The technical committee will amongst other also take into consideration the information provided on the partners when assessing the technological suitability (award criterion 6) and implementation capacity (award criterion 7).
109.	Annex 1 (AC1): Priorities of the Governments of Ukraine and Switzerland How many % of the points will be awarded if the project: a) is included in the State Single Project Pipeline; b) is located in Kyiv, not in one of the Ukrainian Government's priority regions; c) is coherent with the portfolio of Switzerland's support measures for Ukraine?	Please refer to award criterion 1 for the respective scoring of the criterion.
110.	Annex 1 (AC2): Development Impact "The proposal supports local value creation to a significant extent, with the greater part of the total value being produced locally." – Would the local impact from the use of our equipment count as local value creation?	Local impact from the use of your equipment would not be treated equally as local value creation or value being produced locally.
111.	Is there any requirement regarding the country of manufacture of the equipment, or a minimum percentage of	No specific requirement for Swiss origin or value-added in Switzerland is in place. However, Swissness is measured under

	equipment that must be produced in a specific country (e.g. Switzerland or EU)?	award criterion 10.
General Conditions / Procedures / Evaluation of Proposals		
112.	How will the technical expert group be constituted? Are details about it publicly available?	The Technical Committee is composed of representatives of SECO and the Embassy of Switzerland in Ukraine. Furthermore, SECO contracts external technical support to provide the necessary technical and sectoral expertise in the evaluation process.
113.	The applicant company must be registered in Switzerland (registration no later than 01.01.2022). Was this requirement (registration no later than 01.01.2022) already applicable in the first Call for Proposals in 2025?	All requirements applicable to the present call for proposals are contained within this document and its annexes. No reference may be made to the previous or future call for proposals for any claim or interpretation. Each call for proposals has been prepared and structured in close consultations with UA side.
114.	Annex 1: By when must which EC1 - EC13 be fulfilled? For example, EC13 can only be fulfilled after Stage 2	Compliance with each eligibility criterion is required at the closing date of the stage 1 submission period (08 March). According to the main document (section 5.1.) proposals that do not fulfil the eligibility criterion in full and without any restriction or modification will not be evaluated further and will not be selected neither for stage 2 nor for final selection.
115.	Question on execution schedule duration: What is the maximum duration period acceptable for the contract signed with Beneficiary? What occurs in case of suspension, termination?	The project should be completed by 31.12.2028. Specifications on project suspension and termination can be found in annex 6 (contract template).
116.	Annex 1, AC8: - Please explain the procedure of evaluation - Are Stage 1 scores included in the final award decision, or does Stage 2 start from scratch (new overall evaluation)?	The technical committee of the call for proposals will re-evaluate each award criteria, taking into consideration both stage 1 and stage 2 application forms, interviews and other documents.
117.	How many tranches are calculated in the project and what is the percentage ratio of each tranche? How much time passes between tranches?	Applicants invited to stage 2 of the present call for proposals are requested to submit a plan of the work packages (see annex 3, stage 2 application form, section 2. Following the selection decision, the work packages, milestones, and corresponding instalments will be agreed upon with SECO. Further details are provided in Annex 6 (contract template).
118.	Implementation Readiness	A Memorandum of Understanding is not mandatory. Please see

	<p>At Stage 1, does SECO require signed MoUs with public partners, how detailed should the implementation plan be, and are CVs of the Ukrainian implementation team already expected?</p>	<p>answer 86.</p> <p>CVs of the implementation core team members are requested as described under page 2 of the application form stage 1 (annex 2).</p>
119.	<p>Regional Classification of the Project (City of Slavutych)</p> <p>The city of Slavutych is geographically located in Chernihiv Oblast (a SECO priority region), but administratively, due to its special legal status, it is assigned to Kyiv Oblast.</p> <p>Please clarify whether projects implemented in the city of Slavutych will be considered as:</p> <ul style="list-style-type: none"> • projects implemented in a priority region, or • projects implemented outside priority regions? 	<p>Projects implemented in the city of Slavutych would be considered according to its legal status (Kyiv region).</p>
120.	<p>Is it a mandatory requirement for the project to belong to a priority region for the Ukrainian government (Kharkiv Oblast, Zaporizka Oblast, Khersonska Oblast, Mykolaivska Oblast, Chernihivska Oblast, Sumska Oblast, Dnipropetrovska Oblast)? Can a project aimed at energy efficiency in the Kyiv region, where the energy situation is critical, be considered?</p>	<p>According to award criterion 1 alignment with the priorities of the Governments of Ukraine and Switzerland will be taken into account. Project implementation in a priority region is not a mandatory requirement.</p>
121.	<p>Project Scale & Deployment</p> <p>Is there a preferred project scale (regional vs. national)?</p> <p>Would a nationwide, multi-oblast program deploying a significant number of identical assets (e.g. 100 machines) be viewed positively, and is phased deployment acceptable?</p>	<p>According to the award criteria of the present call for proposals, there is no hierarchy between regional and national-level projects. However, applicants are referred to award criterion 1, which defines the priority regions.</p> <p>Both regional and national-level projects must demonstrate both the technological suitability of the proposed solution and sufficient implementation capacity.</p> <p>Phased deployment is possible and must be clearly indicated in the application form (annex 2). All project activities should be completed by 31.12.2028.</p>
122.	<p>After careful analysis of SPP in DREAM we realized that in the Energy Sector only complete projects are listed but not product requests. As a result we are not able to select a project from DREAM.</p> <p>Please confirm that a product offer into one of the critical regions as per AC1 is evaluated equal.</p>	<p>Please refer to award criterion 1 for the respective scoring of the criterion.</p>

