



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Economic Affairs,
Education and Research
State Secretariat for Economic Affairs SECO

Main Document

Call for Proposals

for

“Projects with Swiss Companies in Ukraine”

The procedure of this call for proposals is based on the Federal Act on Financial Assistance and Subsidies (SR 616.1 from 5 October 1990 [Stand on 1 January 2016]) in conjunction with the Federal Act on International Cooperation and Humanitarian Aid from 19 March 1976 (SR 974.0).

09.01.2026

Contents

PART A: DESCRIPTION OF THE PROGRAM	3
1. Purpose of the Call	3
1.1. General Information.....	3
2. Situation and Context.....	3
PART B: APPLICATION	4
3. Requirements for Applications	4
3.1. Who can apply.....	4
3.2. End Beneficiary	4
3.3. Supported Sectors.....	4
3.4. Content of the Application.....	5
3.5. Budget and SECO financial Contributions	5
4. Two Stage Selection Procedure	5
4.2.1 Stage One	7
4.2.2 Stage Two	7
4.3 Information regarding the Presentation and Discussion of the Proposal.....	7
5. Assessment of the Proposals	8
5.1. Eligibility Criteria:	8
5.2. Award Criteria:	8
5.3. Technical Evaluation Committee:	8
5.4. Selection Committee:	9
5.5. Final Decision (Award):	9
5.6. Financial Contribution:.....	9
PART C: CONDITIONS FOR THE CALL OF PROPOSALS.....	9
6. Contracting Authority	9
6.1. Official Name and Address of the Contracting Authority.....	9
6.2. Call for Proposals Documentation.....	9
6.3. Award Decision	9
7. Further Conditions.....	10
7.1. Remuneration for Proposal	10
7.2. Flow of Funds.....	10
7.3. Costs to be reimbursed.....	10
7.4. Swiss Value Added Tax (VAT)	10
7.5. Registration as International Technical Assistance project in Ukraine.....	10
7.6. Validity of Proposal	10
7.7. Absence of Conflict of Interest.....	11
7.8. Confidentiality	11
7.9. Integrity and Anti-Corruption Clause.....	11

8. Legal Basis	12
----------------------	----

PART D: ANNEXES.....	13
-----------------------------	-----------

PART A: DESCRIPTION OF THE PROGRAM

1. Purpose of the Call

The present call for proposals seeks to fund proposals contributing to Ukraine's reconstruction and recovery. Under this call, SECO aims to fund proposals of Swiss companies¹ with a presence in Ukraine with a total contribution of up to CHF 150 million. The program aims at supporting the Economic Recovery and Reconstruction of Ukraine through strengthened collaboration with Swiss companies. It shall benefit Ukrainian citizens, support Ukrainian resilience and recovery and strengthen Swiss-Ukrainian economic partnership. Selected proposals are to start as soon as possible following their selection, ideally within the calendar year 2026. Project implementation can extend up to 2028, depending on the project in question.

1.1. General Information

This document describes the aims and scope of the present call for proposals.

The procedure of this call for proposals is based on the Federal Act on Financial Assistance and Subsidies (SR 616.1) in conjunction with the Federal Act on International Cooperation and Humanitarian Aid (SR 974.0).

This document defines the general procedure for applying for a SECO financial contribution, which would cover part of the costs of the project presented by the applicant. SECO financial contributions qualify as financial assistance according to the Federal Act on Financial Assistance and Subsidies. The procedure is legally not a public procurement.

There is no legal right to claim a financial contribution in the present call for proposals.

2. Situation and Context

Russia's war against Ukraine continues to take a huge toll on Ukrainian citizens, infrastructure, economy and budget. The fourth Rapid Damage and Needs Assessment undertaken jointly by the World Bank, the Government of Ukraine, the European Commission and the United Nations found that total costs of reconstruction and recovery in Ukraine (as of the end of December 2024) amounted to USD 589 billion over the course of 10 years.²

The Swiss international cooperation program for Ukraine 2025-2028 foresees a holistic set of measures to support recovery and reconstruction, including through measures involving the Swiss private sector. The Federal Council decided to provide CHF 5 billion in funding for

¹ This includes all entities registered within the [Swiss commercial register](#).

² *World Bank Group, the Government of Ukraine, the European Union, the United Nations. 2025. Ukraine Rapid Damage and Needs Assessment (RDNA4). Washington D.C.*

Ukraine between 2025-2036, of which CHF 1.5 billion are to be allocated under the International Cooperation Strategy 2025-28³. The Federal Council further decided that out of this amount, CHF 500 million will be dedicated to measures aimed at enhancing the involvement of the Swiss private sector in Ukraine's recovery and reconstruction⁴. Based on their expertise and specialist knowledge, Swiss companies can make an important contribution to Ukraine's recovery and reconstruction process, including with innovative and high-quality products.

This is the second Call for Proposals inviting applications from Swiss companies aiming to support the Economic Recovery and Reconstruction in Ukraine.

PART B: APPLICATION

3. Requirements for Applications

3.1. Who can apply

Eligible to apply for this Call for Proposals are Swiss companies registered in Switzerland before or by 01.01.2022 with a majority ownership over a subsidiary/branch 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, registered no later than the closing date of this Call for Proposals.

Proposals of applicants that adhere to the eligibility criteria specified in Annex 1 will be considered for selection. If any of the eligibility criteria are not met, proposals of applicants will be excluded.

3.2. End Beneficiary

According to the eligibility criteria established for the present call for proposals, SECO will only fund projects where a public entity (e.g. municipality, public transportation authorities, public school, public hospital etc.) is the main end-beneficiary. SECO reserves the right to determine whether an end-beneficiary constitutes as a public entity.

Please note that alignment of the project with the Single Project Pipeline of Ukraine is important and will be rewarded accordingly as part of the award criteria.

3.3. Supported Sectors

According to the eligibility criteria established for the present call for proposals exclusively projects in the sector of public infrastructure will be financed:

- Energy (Renewable Energy and Energy Efficiency)
- Water & Sanitation
- Housing
- Public mobility
- Social infrastructure (hospitals, schools etc.)
- Agriculture

³ [Federal Council to support recovery in Ukraine with CHF 5 billion by 2036](#).

⁴ [Ukraine: Federal Council wants to involve private sector more in recovery efforts](#).

3.4. Content of the Application

Applications must be submitted using the dedicated application forms in Annex 2 (first Stage) and Annex 3, 4 and 5 (second Stage) respectively. Henceforth the words 'application' and 'proposal' will be used interchangeably.

SECO reserves the right to verify the information given by the applicant. Additional information or certifications can be requested at any time. The applicant must deliver the requested information immediately to SECO. Any additional documents are seen as an integral part of the proposal.

Applicants shall ensure that each application file is named as follows: "**Applicant-Document-Name.pdf**". Please note that documents named (name of the document) in Cyrillic characters cannot be uploaded. Documents in Ukrainian must be supported by a (non-official) English translation. If the file exceeds the maximum size limit, divide it into parts and name the files as follows: "**Applicant-Document-Name-Part-Number.pdf**". You will not receive a written confirmation after uploading the documents. SECO will notify each applicant by email, after the submission deadline has passed, to confirm receipt of the application.

3.5. Budget and SECO financial Contributions

SECO will select a number of proposals through a competitive process and will provide financial contributions to the selected proposals. The overall budget for the call for proposals is up to CHF 150 million. The individual financial contributions to selected proposals will vary, dependent on the proposals received and according to the criteria established for the call for proposals. The individual financial contributions from SECO range from CHF 3 million to CHF 30 million per proposal.

SECO reserves the right to request an adjustment of the proposed project budget in the application and hence, of its financial contribution based on compliance with the award criteria. SECO may, at its own discretion, reduce the budget of the last project selected based on the cumulative scoring against the award criteria to stay within the total budget of 150 million.

Depending on the results of the previous (closed on 31 of March 2025) and the present call for proposals, similar calls for proposals could follow in the future. 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.

The applicant understands that the financial contribution is attributed based on the Federal Act on Financial Assistance and Subsidies from 5 October 1990 [Subventionsgesetz SuG, SR 616.1]. As such, 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.

4. Two Stage Selection Procedure

4.1. Timeline

All deadlines and dates may be changed by SECO without prior notice. If no change has been communicated, then any applicants shall consider the deadlines and dates as binding. Any delay and/or change by SECO does not entitle any applicant to any claim.

Event	Deadline (in 2026)	Responsibility
Publication of call	9 th of January	SECO
Submission of questions on the Call for Proposals	23 rd of January	Potential applicants, public
Publication of consolidated answers on website	6 th of February	SECO
Deadline submission of stage 1 proposals	8 th of March	Interested applicants
Communication to shortlisted applicants for stage 2	11 th of May	SECO
Presentations of proposals by applicants	25 th of May – 5 th of June	SECO, Swiss Embassy in Kyiv, Ministry of Economy, Environment and Agriculture of Ukraine, Selected applicants
Deadline submission of stage 2 proposals	5 th of July	Selected applicants
Communication of final selection decision	Until end of August	SECO
Communication to unsuccessful applicants	Until end of September	SECO
Signature of contracts and potential MoUs, project start and opening events	After communication of selection decision	SECO, selected applicants, Ukrainian counterparts
Finalization of projects	At the latest by end of 2028	Selected applicants

4.2 Submission information

Please refer for all submissions to the relevant deadline indicated in part 4.1. of this document.

4.2.1 Stage One

- Submit questions to SECO in written through the “Contact us” form within your Profile environment at <https://www.seco-cooperation.admin.ch/en/call-for-proposals-for-projects-with-swiss-companies-in-ukraine>.
- All questions and answers will be published anonymously by SECO on the SECO Cooperation Website under <https://www.seco-cooperation.admin.ch/en/call-for-proposals-for-projects-with-swiss-companies-in-ukraine> (see section 4.1.). For frequently asked questions, please refer to the “FAQ” section on the website.
- Please submit your Stage 1 proposal using the Application Form Stage 1 (Annex 2) through your Profile environment by the deadline indicated in part 4.1 of this document. Please also submit all accompanying documents as indicated on page 2 of the Application Form.
- Please note that applicants are only allowed to submit one proposal per applicant under this Call for Proposals.

SECO will evaluate all proposals submitted according to the eligibility and award criteria and select the applicants that will be admitted for stage 2 of the application process. SECO reserves the right to establish a threshold according to the award criteria points to be admitted to stage 2. Applicants who have been selected for stage 2 will be notified by E-Mail.

Applicants not admitted to Stage 2 will not be notified at this stage; they will be informed of the final decision upon completion of the overall selection process. All applicants will be informed, irrespective of whether they have been awarded financing.

4.2.2 Stage Two

- Applicants that will be selected for stage 2 of the application process will receive an invitation for the presentation of their proposal to SECO followed by a discussion of key questions and critical elements (in the timeframe stated in part 4.1 of this document).

Please submit your Stage 2 proposal using the Application Form Stage 2 (Annex 3), the Budget Template (Annex 4) and the Risk identification and management framework (Annex 5) through your Profile environment by the deadline indicated in part 4.1 of this document. Please also submit all accompanying documents as indicated on page 2 of the Application Form. The final decision and publication of award decisions will be communicated on <https://www.seco-cooperation.admin.ch/en/call-for-proposals-for-projects-with-swiss-companies-in-ukraine>. Please note that the final selection decision will include, for successful applicants, the name of the company, a description of the project, as well as the amounts financed by SECO and co-financed by the applicant and/or the (local) authorities in Ukraine. SECO reserves the right to communicate publicly about the selected projects, including through press releases or in response to media requests.

4.3 Information regarding the Presentation and Discussion of the Proposal

Applicants selected for the second stage will be invited to present their proposals to representatives of the technical committee. The presentation shall highlight important

elements of the project, underline the implementation capacity of the company and the project team, and showcase compliance with the award criteria. The presentation will be followed by a discussion of key project elements and questions.

Presentations will be held entirely online via MS Teams. Applicants are requested to submit their presentation slides in advance. Further details will be provided prior to the interview.

Following the presentation of the proposals with representatives of the technical committee, applicants are requested to submit the Stage 2 application form, taking into consideration the questions and feedback provided by the committee. The project scope shall not be fundamentally changed.

4.3 Contractual Agreement

SECO will conclude a contract with applicants awarded a financial contribution in the form of a contribution agreement. The agreement will be based on the draft in Annex 6. Contracted applicants will be required to register the project in Ukraine as International Technical Assistance Project and to report on progress using templates in Annex 9 and Annex 10. SECO together with the applicant will sign a MoU with the Ukrainian end beneficiary/ies of the Project. By submitting a proposal, the applicant acknowledges having read, understood, and agreed to the eligibility criteria of the present call for proposals, including the contract template (Annex 6).

5. Assessment of the Proposals

The proposals are evaluated on the basis of the following model:

5.1. Eligibility Criteria:

All proposals submitted will be evaluated against the eligibility criteria set out in Annex 1 in stage 1 and 2 of the application process. 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. The applicant's compliance with the eligibility criteria must be ensured at all times, including when a contract is awarded and during contract execution.

5.2. Award Criteria:

All proposals that fulfil the eligibility criteria, will be evaluated on the basis of the award criteria as specified in Annex 1. All award criteria will be evaluated for stage 1 and stage 2 (based on the resubmitted proposal).

5.3. Technical Evaluation Committee:

The technical evaluation committee is constituted of staff-level representatives from SECO Headquarters and the Swiss Embassy in Kyiv. It assesses proposals' adherence to eligibility criteria and will provide inputs on the assessment of award criteria to the selection committee. For the evaluation of eligibility and award criteria, SECO will also contract technical experts.

5.4. Selection Committee:

The Selection Committee is constituted by the Federal Council Delegate for Ukraine, representatives of SECO Headquarters, representatives from the Swiss Embassy in Kyiv and the Ministry of Economy, Environment and Agriculture of Ukraine. The Selection Committee will be in charge of the assessment of the award criteria in Stage 1 and Stage 2, based on input from the technical committee.

5.5. Final Decision (Award):

The final decision will be taken by selecting the highest ranked applications as per the award criteria as evaluated in stage 2 (see Annex 1). The cumulative budget requested of the selected proposals cannot exceed CHF 150 million. SECO reserves the right to award a total financial contribution below this maximum amount.

5.6. Financial Contribution:

Applicants have no legal right to an award of a financial contribution. SECO may decide not to award any financial contribution if no proposal is sufficiently convincing.

PART C: CONDITIONS FOR THE CALL OF PROPOSALS

6. Contracting Authority

6.1. Official Name and Address of the Contracting Authority

Federal Department of Economic Affairs, Education and Research EAER
State Secretariat for Economic Affairs (SECO)

Economic Cooperation and Development
Countries and Global Section
Holzikofenweg 36
3003 Berne
Switzerland

E-Mail: rebuildukraine@seco.admin.ch

6.2. Call for Proposals Documentation

The documentation on the call for proposal can be downloaded on the SECO Cooperation Website under seco-cooperation.admin.ch/en/call-for-proposals-for-projects-with-swiss-companies-in-ukraine. Certain information on the call will also be shared on LinkedIn by SECO Economic Cooperation and Development and the Swiss Embassy in Ukraine.

6.3. Award Decision

The awards are published at seco-cooperation.admin.ch/en/call-for-proposals-for-projects-with-swiss-companies-in-ukraine

7. Further Conditions

7.1. Remuneration for Proposal

There is no remuneration for the submission of a proposal in this call.

7.2. Flow of Funds

Following the final decision, the financial contribution awarded by SECO will be made in CHF to a dedicated project bank account or a dedicated fiduciary account registered in Switzerland in the name of the applicant. The financial contribution shall be used for the benefit of Ukraine. At least 60% of the financial contribution shall be spent in Ukraine, for the benefit of the Ukrainian entity. For the portion not spent in Ukraine, the Company shall demonstrate that it is used for the benefit of the Ukrainian entity in connection with the project. For details see Annex 6 (contract template).

7.3. Costs to be reimbursed

All costs are to be listed in Swiss francs (CHF) with and without VAT outside of Switzerland. The total amount requested from SECO in the application is the maximum amount to be reimbursed and covers all costs and remunerations, in particular insurance, expenses, social security contributions, transportation and import costs etc.

7.4. Swiss Value Added Tax (VAT)

*Please note: Within the scope of this clause, the term “Beneficiary” refers to the *entity based and registered* in Switzerland that *requests to receive* a financial contribution from SECO under the present call for proposals.*

In terms of Swiss value added tax, the financial contribution granted is not liable to Swiss value added tax pursuant to Article 18 para. 2 letter a of the Federal Act on Value Added Tax of 12 June 2009 (VAT Act, SR 641.20). For the Beneficiary of the financial contribution, input tax adjustments may apply pursuant to Article 33 para. 2 of the VAT Act. These are entirely the responsibility of the Beneficiary.

The correct settlement of VAT is the obligation of the Beneficiary. Any claims of VAT by the Federal Tax Administration towards the Beneficiary may not be cleared with SECO and will not create a claim to additional funding by SECO.

7.5. Registration as International Technical Assistance project in Ukraine

All successful applicants automatically commit to dedicate their best efforts to register the selected project as an international technical assistance project in Ukraine, which will allow for VAT and other duties exemption. The Embassy in Kyiv will provide guidance on administrative steps in the process, though all successful applicants bear full responsibility for undertaking all steps required for the registration process.

7.6. Validity of Proposal

The validity of the Proposal is 274 days after deadline for receipt of proposals.

7.7. Absence of Conflict of Interest

In the existence of a relevant conflict of interest, SECO reserves the right to exclude an applicant. Existing contractual obligations, which may create a relevant conflict of interest and distort the sound implementation of the project, shall be made transparent.

7.8. Confidentiality

All information of any kind that comes to the attention of the applicant in connection with the mandate of the contracting authority is to be treated as confidential. The documents for this call for proposals procedure may not, even in part, be used for purposes other than compiling the application. The content of the present call for proposals may only be made available to persons taking part in the preparation of the call for proposals.

The applicants must treat as confidential any information that is not publicly known or generally accessible. If in doubt, information should be treated as confidential. This confidentiality requirement also applies once an application has been rejected.

The recipient of the application agrees not to disclose any information regarding the application to third parties, with the exception of legal obligations to provide information.

The contracting authority undertakes to maintain confidentiality about this call for proposals towards third parties subject to the reserve of statutory publication requirements.

7.9. Integrity and Anti-Corruption Clause

Applicants undertake all necessary measures to avoid corruption, particularly so as to ensure that no payments, gifts, donations or other advantages will be directly or indirectly offered or accepted.

Applicants who violate the integrity clause will be excluded from this Call for Proposals and are required to pay to the contracting authority a contractual penalty 10% of the contract value, or at least CHF 3'000.00 per violation.

The applicant shall refrain from any activity that could be interpreted as disparaging, degrading or a threat, and it shall refrain in word and deed from any misuse of its hierarchical, material or social position, as well as from any form of sexual exploitation.

The applicant shall refrain from any incitement of violence or hatred as well as from discriminating against a person or group of persons on the grounds of their race, ethnicity or religion. This obligation applies to all of the applicant's activities, including those that do not fall within the scope of this Call for Proposals.

The applicant shall immediately inform SECO of any suspicion of a breach of this Integrity and Anti-corruption Clause or of any other relevant suspicion or fact that may damage the reputation of SECO as well as of the Program.

8. Legal Basis

The legal basis for this procedure are the federal acts:

Reference	Documentation	Title/Document	Version/Info
[1]	https://www.admin.ch/opc/de/classified-compilation/19760056/index.html	Bundesgesetz über die internationale Entwicklungszusammenarbeit und Humanitäre Hilfe vom 19. März 1976 (Federal Act on International Cooperation and Humanitarian Aid)	SR 974.0 from 19 March 1976
[3]	http://www.admin.ch/opc/de/classified-compilation/19900241/index.html	Bundesgesetz über Finanzhilfen und Abgeltungen (Subventionsgesetz), (Federal Act on Financial Assistance and Subsidies [Subsidies Act])	SR 616.1 from 5 October 1990

Particularly relevant articles in the Subsidies Act are as follows:

Article 1 (original German text):

Dieses Gesetz stellt sicher, dass Finanzhilfen und Abgeltungen im gesamten Bereich des Bundes nur gewährt werden, wenn sie:

- a. hinreichend begründet sind;
- b. ihren Zweck auf wirtschaftliche und wirkungsvolle Art erreichen;
- c. einheitlich und gerecht geleistet werden;
- d. nach finanzpolitischen Erfordernissen ausgestaltet werden

This means (unofficial translation) that a financial contribution is only given if it

- a. can be justified adequately;
- b. achieves its purpose efficiently and effectively;
- c. can be provided consistently and fairly;
- d. is designed in line with financial policy requirements.

This article is a frame condition for the formulation and judgement of all criteria for choice of recipients of a SECO financial contribution.

In consequence the tasks being supported must be completed in an appropriate, cost-effective manner and with minimal effort. An adequate own contribution by the recipient of the SECO financial contribution is therefore a premise, for which reason the SECO financial contribution may not cover all costs of the project.

Article 14, Paragraph 1

Anrechenbar sind nur Aufwendungen, die tatsächlich entstanden und für die zweckmässige Erfüllung der Aufgabe unbedingt erforderlich sind.

PART D: ANNEXES

List of Annexes

No.	Annex
1	Eligibility and Award Criteria
2	Application Form Stage 1
3	Application Form Stage 2
4	Budget Template to Application Form Stage 2
5	Risk Identification and Mitigation Framework Template to Application Form Stage 2
6	Contract Template
7	Self-Declaration Letter Template
8	Exclusion List
9	Project Monitoring, Evaluation, and Learning Plan Template (PMELP)
10	List of SECO Standard Indicators
11	Presentation Single Project Pipeline 2026