

# TERMS OF REFERENCE

**for the service provider to conduct leadership training activities for the National Anti-Corruption Bureau of Ukraine**

**General background**

"EU Anti-Corruption Initiative in Ukraine" (EUACI) Phase II is the biggest European Union support program in the area of anti-corruption in Ukraine, co-funded and implemented by the Ministry of Foreign Affairs in Denmark on behalf of the EU.

The overall objective of the EUACI Phase II is the reduction of corruption in Ukraine at the national and local levels through the empowerment of citizens, civil society, businesses, and state institutions. Among the program's key beneficiaries is the National Anti-Corruption Bureau of Ukraine (NABU, whose primary mandate is to investigate top-level corruption. Since Phase I, the EUACI has been providing NABU with capacity-building support, including the development of institutional capacity, staff training, communication support, etc.

NABU has identified the need to improve the leadership skills of its middle-management. Namely, it concerns administrative departments like IT, HR, accountants, and detective departments. Additionally, one of the challenges to NABU is how to improve cooperation between detective and administrative departments.

According to preliminary observations, there is a lack of common vision between the leadership of different NABU departments. Therefore, NABU requested EUACI assistance to conduct an analysis of the leadership issues in the NABU middle-management and conduct training activities to overcome them.

**Objectives and results**

This activity aims to procure services of the training service provider in order to organize a series of leadership training activities for NABU, namely for the middle management of administrative and detective departments.

# Scope of work

* Conduct pre-training interviews with NABU leadership to identify existing challenges in the work of NABU middle management and define the content of the leadership training (both in administrative and detective departments);
* Provide a concept note for the training sessions to be agreed with NABU;
* Consult with the EUACI as to the overall approach;
* Together with NABU, to develop an agenda for each training;
* Identify and provide trainers for each training session;
* Conduct three (two-days each) training sessions (one for administrative staff, one for detective departments, and one for both to increase the level of cooperation between administrative and detective departments);
* Conduct an evaluation of the training sessions based on questionnaires;
* Prepare a final report with observations, the result of the evaluation and recommendations for future leadership development of staff.

**Deliverables**

The deliverables under this contract will be three training sessions for NABU from December 2023 – March 2024, one for administrative staff, one for detective departments, and one for both to increase the level of cooperation between administrative and detective departments.

The list of services, to be provided by the vendor, should include the development of the concept note, development of the agenda of each training, preliminary interviews with participants (pre-screening), all fees of the trainers and training organizers, facilitation of discussion meetings, all printing materials for each training, and written recommendations for participants after the training.

The rent of the venue, catering, logistics of participants, and other organization costs will not be the responsibility of the training service provider and will be procured directly by EUACI according to internal policies.

#### Start date and period of implementation of tasks

The exact dates of delivery of each training are subject to further negotiations with NABU, but no longer than one month of the signature of the contract for each of the plans. The training service provider could start work immediately upon signing the contract.

**Requirements for the Service Provider**

The service provider shall:

* Have at least (five) years of proven working experience in providing specialized training for law enforcement agencies;
* Be able to ensure economic and technical capacities to perform the requested services as well as a relevant legal status to hire experts;
* Have proven experience in organizing corporate training for private entities and public institutions;
* Proven experience in cooperation with the EU or other donor-funded projects will be an advantage.

**Monitoring and evaluation**

Definition of indicators

The performance of the Service Provider will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the section" objective and results" herein, respectively. Moreover, the performance of the Service Provider will be judged upon the successful implementation of all the specific activities indicated in the section" Scope of work" of the present document.

**How to apply**

The deadline for submitting the proposals is 08 December 2023, 17.00 Kyiv time.

All interested experts or companies should submit:

One-pager with explanation of training methodology;

CV of the trainer/or staff involved by the service provider;

Financial Offer.

The proposal shall include the aforementioned information and should be submitted

within the above deadline to andhni@um.dk, indicating the subject line: Leadership training to NABU.

Bidding language: English.

Any clarification questions regarding the bid request should be addressed to

andhni@um.dk no later than 04 December 2023 at 17.00 Kyiv time.