# **Terms of Reference:**

# **Educational Service Provider to Conduct "Integrity Municipal Management Program" Training Services for Integrity Cities Representatives**

## Background:

**The European Union Anti-Corruption Initiative (EUACI)**

The European Union Anti-Corruption Initiative (EUACI) in Ukraine is a joint EU and Government of Denmark financed programme aimed at supporting Ukraine to reduce corruption at the national and local level through the empowerment of citizens, civil society, businesses, and state institutions. In May 2020, the EUACI entered into its phase II that runs till mid-2024.

The EUACI has three components supporting anti-corruption reforms from different angles:

Component 1, supporting key state anti-corruption agencies in improving their effectiveness and independence;

Component 2, supporting selected integrity cities in the efforts to strengthen their integrity, transparency, and accountability; and

Component 3 supports Ukraine's civil society, media, and business community to increase awareness of and engagement in anti-corruption activities.

This specific assignment concerns the EUACI's support for six Integrity Cities (Chernivtsi, Chervonohrad, Nikopol, Zhytomyr, Mariupol and Mykolaiv). It is expected, that Professional Trainings would build the capacity of city administration representatives to understand and implement best practices in governance, thereby strengthening their ability to combat corruption effectively. It is also expected, that the Training Service Provider would bring expertise and experience in delivering training on governance, transparency, and anti-corruption measures and will be able to design and deliver high-quality courses that align with the objectives of the Integrity Cities cooperation, as well as meet the needs of city administration representatives.

These Terms of Reference (ToR) provide more details about the assignment.

## Objective and results

The objective of the assignment is to conduct 2 two-day offline trainings with a duration of approx. 8 hours each, 32 hours in total. The trainings need to be conducted in June 2024 (exact dates are to be agreed separately with the EUACI). The participants of two series of "Integrity Municipal Management Program" are the Advisers to the City Mayors and representatives of Integrity Cities Administrations, namely the middle management of City Administrations (max. 30 participants for one training day).

During the training sessions, participants should acquire the following knowledge and comprehension:

* modern approaches to project management;
* internalizing the fundamental concepts of systems thinking, recognizing one's role within broader systems;
* practicing effective communication within teams with different corporate cultures;
* partnerships and fundraising;
* internal audit and control;
* leadership in wartime conditions;
* a defined set of criteria for an effective manager and the participants' adaptation of these criteria to their specific contexts;
* proficiency in understanding and working with delegation, as well as participation in international events;
* implementation of IT projects in the public sector;
* infrastructure projects management;
* legislative requirements and best practices in the organization of the procurement process;
* presentation of best local practices in action (lecture and tour of local municipal utilities).

 **2. Scope of work**

The Service Provider will be required to:

* Conduct pre-training interview with EUACI representatives to identify existing challenges in the work of the Advisers to the City Mayors and representatives of Integrity Cities Administrations and define the content of the training.
* Provide a concept note for the training sessions to be agreed with EUACI.
* Consult with the EUACI as to the overall approach.
* Develop an agenda for each training session (together with the EUACI team and Advisers to the City Mayors of Integrity Cities).
* Identify and provide trainers for each training session.
* Prepare all printing materials for each training, and written recommendations for participants after the training sessions.
* Manage participants’ logistics and accommodation, venue and catering arrangements for two training sessions.
* Conduct two (two-days each) training sessions (both for the Advisers to the City Mayors and representatives of 6 Integrity Cities).
* Conduct an evaluation and feedback of the training sessions based on questionnaires.
* Prepare a short final report with observations, the result of the evaluation and recommendations for future development of staff.
1. **Deliverables:**

The Deliverables are presented below in Table 1 with a tentative schedule.

All results are expected to be provided in Ukrainian unless otherwise agreed. Electronic copies are to be sent by email to the particular EUACI contact person.

Table 1: Summary of deliverables/outputs and the tentative timeline for delivery.

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
| --- | --- | --- | --- |
| 1 | Service provider's **training concept and program** | 1 week after the contract signing | To be approved by the EUACI.The Program should contain:* Topics, timing
* Lectures
* Expected outcomes
 |
| 2 | 2 two-day training sessions  | 4 weeks after the contract signing | All logistics arrangement to be covered by the Service Provider |
| 3 | Final report | 5 weeks after the contract signing | A short summary of the outputs delivered under the contract. To be approved by the EUACI. |

The timelines indicated in the table above are indicative. The Service Provider will reflect on and update the timelines for different activities while preparing and updating the Concept for training.

The rent of the venue, catering, logistics and accommodation of participants, and other organization costs will be the responsibility of the Service Provider.

**4. Timing**

The expected duration of the assignment is 5 weeks, with a tentative start in the end of May 2024 and completion in the middle of June 2024.

The exact dates of delivery of each training are subject to further negotiations with EUACI, but no longer than 3 weeks after signing of the contract for the first training. The Service Provider could start work immediately upon signing the contract.

**5. Payment**

Payment will be made in a maximum of two instalments.

The first instalment, representing a maximum of 30% of the total contract value, will be made after receipt of the Service Provider's Deliverable 1, and invoice.

The second and final payment will be made upon receipt and approval of the Final Report and a Final Invoice.

**6. Requirements for the Service Provider:**

1. Expertise in Training Development:
* Have at least 3 (three) years of proven working experience in developing and delivering training programs on modern management, communication and leadership for city/state government bodies.
* Ability to tailor content to participants' needs.
1. Subject Matter Knowledge:
* Proficiency in integrity, modern management, systems thinking, communication, project management.
* Understanding of their application in organizational settings.
1. Be able to ensure economic and technical capacities to perform the requested services as well as a relevant legal status to hire experts.
2. Have proven experience in organizing corporate training for public servants.
3. Proven experience in cooperation with the EU or other donor-funded projects will be an advantage.
4. Compliance and Ethics:
* Adherence to ethical standards and legal requirements.
* Commitment to confidentiality and data security.

**7. Estimated budget**

The maximum budget available for this assignment is **up to EUR 30 000**. This amount includes all fees of the trainers and training organizers, participants’ food and accommodation, and transport expenses (train tickets). Bids will be evaluated in accordance with the criteria provided below:

|  |  |  |
| --- | --- | --- |
| **#** | **Criteria** | **Weight** |
| 1. | Financial offer | 20% |
| 2. | Relevant experience, skills and competencies | 20% |
| 3. | Professional Trainings Program | 40% |
| 4. | CV of Professional Trainings Lecturers | 20% |

**HOW TO APPLY**

The proposals with:

* Portfolio of relevant projects;
* Short description of training methodology;
* CV of the trainers/or staff involved by the legal entity;
* Financial Offer.

Shall be submitted in electronic format only within the below deadline to the email: oleoho@um.dk, cc ulytyb@um.dk indicating the subject line **“Educational Service Provider for Integrity Cities Representatives”.**

Any clarification questions for the bid request should be addressed: oleoho@um.dk, cc cc ulytyb@um.dk no later than 14 May 2024, 17:00 Kyiv time.

**The deadline for submitting proposals is 17 May 2024, 17:00 Kyiv time.**

Bidding language: **English and Ukrainian.**