**Terms of reference**

**Human resources development services for NABU**

1. **Background**

The European Union Anti-Corruption Initiative in Ukraine (EUACI) is the biggest European Union (EU) support program in the area of anti-corruption in Ukraine, co-funded and implemented by the Ministry of Foreign Affairs of Denmark on behalf of the EU. The program is planned for 4 years (2020-2024). The overall objective of the EUACI Phase II is the reduction of corruption in Ukraine at the national and local levels, in particular, through the empowerment of its state authorities. One of the program’s beneficiaries is the National Anti-Corruption Bureau of Ukraine (NABU).

A key element affecting an organization’s ability to perform at an optimal level of efficiency is a strong and effective Human Resources Infrastructure. An organization’s performance is also under impact of the level of dedication of its workforce. In its 2022 workforce survey, 99 percent of NABU’s employees indicated that they believe their activities help NABU achieve its mission and 93 percent would recommend NABU to others. While NABU’s organization is strong and its staff dedicated to its mission, a recent external assessment points to a few issues that should be addressed. Among other things these include strengthening the HR unit and recruitment, the need for a better workforce analysis and planning, improved opportunities for advancement, development of an evaluation system, leadership training, creation of an independent ombudsperson and better use of feedback.

It is expected that NABU staff will increase from 700 to 1000 over the coming three years, which underlines the importance and urgency of strengthening the HR infrastructure.

The EUACI has provided NABU with significant capacity building support such as IT-projects, training, international exchanges, legislative support, communication assistance etc. In planning for the new phase of the EUACI (2024 – 2027) strengthening HR structures of its core partners will be a new focus area of the program based on a strategic and long-term capacity-building approach.

The EUACI will provide NABU with leadership training through a parallel assignment that will also provide input to the broader HR activity outlined in these Terms of Reference.

1. **Objective**

Is to strengthen the HR infrastructure of NABU and make the institution more efficient and resilient. The EUACI is seeking a contractor that could provide HR management and development services in order to build capacity in line with the scope of work and deliverables listed below.

1. **Scope of work**

In consultation with NABU, the service provider should prepare a concept paper to strengthen the HR infrastructure, including an action plan with timelines for the services to be delivered.

The scope of work should include but not be limited to:

Organizational level:

Provide HR advice and recommendations to NABU management as to certain broader organizational issues agreed with NABU that might include:

* Improving NABU’s institutional strategic planning, monitoring and evaluation;
* HR aspects in strengthening NABU’s territorial presence;
* Enhancing the use of the eCase Management System from a user/HR perspective, including through proper incentives;
* Supporting NABU management in developing a code-of-conduct to improve workplace culture.

HR infrastructure:

* Improving the system for recruitment of staff;
* Assessing the incentive structures and career opportunities and providing recommendations;
* Assisting NABU in developing a performance evaluation system;
* Providing a strategy for internal communication and information exchange;
* Supporting the establishment of an Ombudsmperson function;
* Developing a feedback mechanism as to staff leaving NABU.
1. **Deliverables**

**Deliverable 1**

A concept note including an action plan for the services to be provided in line with the scope of work and based on consultations with NABU (max 5 pages + action plan). The concept note should be approved by NABU and the EUACI.

**Deliverable 2**

Advice and recommendations as to certain organizational issues (see scope of work) upon request of NABU management and staff. Could include drafting memos, conducting workshops or internal meetings or consultations as agreed with NABU management.

**Deliverable 3**

A report outlining the challenges in terms of recruitment and retention of staff and providing recommendations.

The report should assess and analyse recruitment and hiring trends of NABU since 2020. Specific attention should be dedicated to the following:

* decline in applications starting from 2021;
* lessons learned during the recruitment processes;
* gender representation of applicants.

The report should provide recommendations for improving the recruitment process, on-boarding and ideas as to how to attract the best candidates and expand the recruitment base. It should also consider ways to improve the gender balance of applicants.

The report should also consider incentive structures and career opportunities and provide recommendations as to how to retain key NABU staff.

The report should also suggest a methodology for the HR Department of NABU as to how to track turnover/upcoming retirement age of employees. The goal of such a methodology is to ensure timely launch of the competitions for positions that will become vacant soon as well as to ensure proper transfer of knowledge before dismissal of staff.

A standardized exit interview procedure with the departing staff for the Human Resources Department of NABU should also be a part of such a report.

**Deliverable 4**

An internal communication strategy. Specific attention in the strategy should be dedicated to the regular communication channels from leadership about organizational news, key events, and achievements.

**Deliverable 5**

A concept and a job description for an Ombudsperson’s functions based on consultations with NABU staff and management and international experience.

**Deliverable 6**

HR assistance to NABU in developing a performance evaluation system for different staff categories.

**Deliverable 7**

A final report (max 5 pages) providing an assessment of the implementation of the assignment and recommendations for further work in strengthening the HR infrastructure of NABU.

Additional deliverables or adjustments might be agreed with NABU management/EUACI after the initial consultations and the elaboration of the concept paper and action plan.

Unless agreed otherwise, the written documents as part of this assignment should be available in Ukrainian and English language versions.

1. **Timing**

The assignment will start at the date of signing the respective contract with the EUACI. The tentative start date is 10 January 2023. All activities envisaged under this contract shall be completed before the end of May 2024. Activities will take place in Kyiv.

1. **Team composition and qualifications**

The assignment might be implemented by a single contractor (as a private entrepreneur or a legal entity) or by a team of experts experienced with similar assignments. The bidder(s) should indicate the suggested division of deliverables between their employees/ partner experts.

The contractor (its employees) should have the following qualifications:

* have at least 7 years’ experience in human resources management and capacity development, preferably with the experience of working with state institutions;
* demonstrate familiarity and understanding with the operational context of NABU or similar state authorities;
* have excellent analytical and communication skills;
* fluency in Ukrainian and good English skills.
1. **Estimated budget**

The full budget for this assignment (with all the deliverables) may not exceed **EUR 30 000**. The financial proposal of bidders must include all costs for fees and project-related reimbursable expenses and audit.

1. **Payment**

All the payments under the contract will be made in UAH according to the official NBU exchange rate published on the business day of the invoice issuance by the contractor. The contractor would be entitled for the prepayment of 30%. Final payment will be made upon receipt and approval by the EUACI of all the deliverables.

1. **Reporting and management**

The performance of the contractor will be judged upon reaching the deliverables. The contractor would be contractually obliged to retain full confidentiality when conducting this assignment.

The EUACI, the contractor, and NABU will hold regular group meetings to exchange information and to maintain a common overview of the current stage of contract implementation.

1. **Evaluation**

Bids will be evaluated in accordance with the criteria provided below:

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| --- | --- | --- |
|  | **Criterion** | **Weight** |
| 1 | Relevant experience, skills, and competencies | 40% |
| 2 | Portfolio of similar projects | 20% |
| 3 | A one-pager describing the approach to implementing the assignment and a timeline | 20% |
| 4 | Financial Offer | 20% |

1. **How to apply**

The deadline for submitting the proposals is 29 December 2023 17:00 Kyiv time.

All interested experts or companies should submit:

* CV of key staff;
* Portfolio of relevant projects;
* One-pager as to the approach;
* Financial offer.

The proposal shall include the aforementioned information and should be submitted within the above deadline to andkhy@um.dk indicating the subject line: NABU HRD Services.

Bidding language: English.

Any clarification questions regarding the bid request should be addressed to andkhy@um.dk, not later than 27 December 2023 17:00 Kyiv time.