**National Human Resources Consultant for National Agency on Corruption Prevention**

18 January 2021

**Terms of Reference**

1. **Background**

Support to anti-corruption efforts in Ukraine is a high political priority for the European Union. By combatting corruption, the EU contributes to the consolidation of democracy and economic growth of Ukraine, as well as successful approximation of Ukraine with the EU.

Based on the significant results of the joint Danish and EU Anti-Corruption Initiative (EUACI) in Phase I 2017-2020, Denmark and the EU engaged in a second phase of the programme aimed at sustaining existing results and further expanding the support to newly established institutions, support to municipalities, civil society, media and the business sector. EUACI Phase II builds on the Ukrainian anti-corruption reform agenda and is intended for implementation in 24 May 2020 – 8 July 2024.

October 2019 Ukrainian Parliament amended the Law on Corruption Prevention to ensure the effectiveness of the corruption prevention institutional mechanism by relaunching the agency. EUACI has been actively supporting restructuring process of the agency following these legislative amendments. Relaunch of the agency and open and competitive NACP Head selection process re-established the trust among many international actors to re-engage with the agency. NACP is using this opportunity to invigorate the agency by designing and implementing a number of reforms in different areas of the competences of the agency in order to ensure the effectiveness of the corruption prevention institutional mechanism and deliver real and substantial result.

EUACI supports key areas of NACP’s multi-pronged mandate, including strengthening the governance and administrative and institutional capacities to ensure sustainable institutional development of NACP. As of now the NACP is around 30% understaffed which affects NACP’s operational performance and ability to deliver, which is especially significant in circumstances of constant high pressure of high expectations from the new leadership. Hence, assistance with development of a fully functioning HR department able to perform its functions of recruitment, performance management, organizational development, internal communications as well as development of a holistic HR strategy is seen as a vital part of ensuring sustainable institutional development of NACP.

**Objective**

The main objective of technical support to be provided to the NACP within the framework of this engagement is to contribute to establishing full functional HR function with cultural transformation of the current HR Department. The assignment will contribute towards this end by ensuring the NACP’s transition to result oriented culture and professional development according to the modern approach to human and operational management, including functional review of the NACP organizational structure and management development program, assistance with development of long-term training plans and holistic HR strategy. EUACI intends to make this contribution by signing a contract with a relevant professional service provider.

**1.**  **Scope of work and expected deliverables**

**Scope of work**

The National HR Consultant will be working closely with the NACP management for the fulfillment of following tasks:

* Organizational development, including functional review of the NACP organizational structure, development of job classification for 180 positions and methodology for conducting of job interviews, review/development of grading methodology and grading structure;
* Development of KPI and review of bonus model based on KPI development and grading, development of methodology based on grading, training on new compensation model;
* Preparation of the long-term trainings plan for the NACP and assessment of the possibility of «talent pool» set up;
* Preparation of holistic HR strategy, including preparation and conducting HR strategy session, review of HR goals and drafting the strategy;
* Management development program, including development of competency-based survey, conduction of survey and analysis of results, development of training programs for management
* Other tasks as assigned.

Consultant will be expected to work in close coordination with EUACI representatives and will be required to report following the implementation of tasks.

**Expected deliverables**

* Holistic HR strategy, HR-strategy sessions;
* Methodology for conducting of job interviews for job classification;
* Job classification for 180 positions;
* List of KPIs;
* Methodology for compensation package based on grading;
* Trainings;
* The long-term trainings plan;
* Competency-based survey results;
* Management development training;
* Other thematic documents, including briefing notes, minutes and charts;
* A final report of maximum 5 pages, excluding annexes as the final deliverable. The report shall provide an assessment of the achievements made in relation to the scope of work and deliverables, and any critical issues/recommendation for possible follow-up.

**2.**    **Timeline**

The period of implementation of the contract will be 8 months, with a duration of 100 working days. The intended commencement date is the date of signature of the contract with consultant.

**3.**    **Professional Requirements**

Education and Experience:

* University degree (foreign (Western) University degree will be considered as an asset);
* At least 5 years of proven relevant managerial experience as HR-director in private sector with the full scale HR;
* Not less than 2 years of proven relevant professional experience as HR manager/ HR director with the focus on transformation of HR in state organizations;
* Knowledge of western school of HR is obligatory (background in education, courses, work experience that indicate relevant knowledge);
* Proven experience of delivering HR services in the sector of civil service in Ukraine;
* Previous experience working with/knowledge of anti-corruption reform in Ukraine is highly desirable and will be considered as an asset;
* Fluency in written and oral Ukrainian and English.
1. **Monitoring and evaluation**

Definition of indicators

The performance of the contractor will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the sections "Objective" and "Expected Deliverables" herein respectively. Moreover, the performance of the contractors will be judged upon successful implementation of all the specific activities indicated above.

Special requirements

By signing the contract, the contractors agree to hold in trust and confidence any information or documents ("confidential information"), disclosed to the contractors or discovered by the contractors or prepared by the contractors in the course of or as a result of the implementation of the contract, and agrees that it shall be used only for the purposes of the contract implementation and shall not be disclosed to any third party.

The contractor reports to the EUACI. The contractor shall be briefed prior to starting with the assignment. The contractor shall de-brief the EUACI prior to finalising the assignment.

The contractor shall immediately inform the EUACI after 50% and again after 75% use of the overall foreseen working days under this contract.

1. **Cross-cutting issues (integration of the youth, equal opportunities)**

The project will be implemented ensuring equal opportunities for men and women and integration of the youth.

**HOW TO APPLY**

Deadline for submitting the proposals is 10 February 2021, 18:00 Kyiv time.

The qualifying candidates should submit the following information:

1) Expert’s CV

2) Expert’s daily rate

3) Motivation letter (one page) confirming eligibility and recent examples of relevant experience.

The aforementioned information should be sent no later than the deadline indicated above at the following email oledri@ukraine-aci.com, indicating in the subject line: **National HR Consultant for NACP.**

Bidding language: English.