**Strategic Communications Support for the High Anti-Corruption Court**

April 2019

**Terms of Reference**

1. **Background**

The programme “EU Anti-Corruption Initiative in Ukraine (EUACI)” is a three-year programme (2017-2019) implemented by the Danish International Development Agency using the indirect implementation modality. The overall objective of the programme is to improve the implementation of anti-corruption policy in Ukraine, thereby ultimately contributing to a reduction in corruption. In pursuing this objective, the programme supports all key institutions mandated to fight high-level corruption in Ukraine, from prevention to investigation, prosecution, adjudication of corruption cases and recovery of illegally obtained assets in line with international norms and European practices.

The Law of Ukraine on the High Anti-Corruption Court (LHACC), adopted by the Ukrainian Parliament on 7 June 2018, entered into force on 14 June 2018. The High Anti-Corruption Court (HACC) is a specialized court of 39 judges mandated with adjudicating high-level corruption cases mainly investigated by the National Anti-Corruption Bureau of Ukraine and prosecuted by the Specialized Anti-Corruption Prosecution Office. HACC completes the chain of specialized bodies in the criminal justice chain established for effective investigation, prosecution and adjudication of high-level corruption cases in Ukraine.

In April 2019, the HACC judges were appointed by the President of Ukraine. It is envisaged that the judges will hold a general meeting in early May to select the President of the HACC and determine the official day for the start of the work of the court. The relevant national stakeholder, i.e. the State Judicial Administration of Ukraine and the High Council of Justice of Ukraine, are in the process of addressing outstanding issues related to the operational establishment of the HACC, including recruitment of the HACC administrative staff and infrastructural matters of the court.

The EUACI is committed to provide technical assistance to the establishment and operational development of the HACC by supporting key national stakeholders as well as the HACC judges and judicial and administrative staff of the court.

1. **Objective**

The objective of the assignment is to contribute to the establishment of a fully functional HACC. The assignment will contribute towards this end by ensuring that the HACC operates with a clearly defined media and communication strategy, including by assisting the Court in setting up effective operational framework for communication related activities. EUACI intends to make this contribution by signing a contract with a relevant professional service provider.

1. **Scope of Work**

The service provider shall deliver the following specific tasks:

* Conduct a situation analysis and assess the detailed needs of the HACC related to external communications, including a clear mapping of divisions of roles and responsibilities among judicial and administrative staff as well as the envisaged resources (human, budget, equipment) that will be available for delivering planned communication activities;
* Facilitate the development of a vision and mission statement for HACC’s external communication activities, including a description of what successful communication would look like, as well as assessment of risks and description of mitigating strategies;
* Facilitate the preparation of a draft media and communication strategy, describing the key stakeholders as well as actions that will be taken over the coming period to deliver on the vision and mission statement, the resources that will be made available for the implementation of the strategy, and the procedures that will be followed to monitor and adjust the strategy during implementation;
* Assist the HACC in setting up its operational framework for communication related activities;
* Develop a crisis manual for the HACC aligned with the assessed risks and mitigation strategies. The crisis manual should include a definition of what constitutes the crisis, crisis management checklist and detailed action plan, including outline of sample statements/media content to be applied while managing the crisis situation;
* Provide assistance to the HACC, including its spokespersons/communications experts in the implementation of the media and communications strategy, including crisis communications;
* Conduct training and on-the-job coaching sessions for the spokespersons assisting in effectively communicating key messages, polish narratives and preparing for media interviews;
* Assist in developing the HACC press office’s capacity, including development of a media database and media monitoring;
* Assist and guide the communication experts/spokespersons of the HACC in performing daily tasks and in particular the preparation of media products (press-releases, social media posts, public comments and statements) for HACC;
* Ensure systematic communication with key stakeholders, including the Kyiv-based, regional and specialized media outlets to guarantee required stakeholder reach.

1. **Timeframe**

The strategic communication support shall be delivered during the preparatory phase as well as first operational /positioning phase of the HACC (May 2019 – February 2020).

The commencement date is the date of signature of the contract by both parties and the period of implementation of the contract will be up to 10 months with the possibility of extension.

1. **Outputs**

The key outputs to be delivered during the assignment are reflected in the scope of work above and include, but are not necessarily limited to:

* A situation analysis and assessment report defining needs and providing recommendations for the HACC concerning strategic communications;
* Vision and Mission Statement;
* Media and communications strategy as well as crisis manual for HACC;
* Role and functions of the HACC are properly communicated by HACC to the media and the public;
* Training needs assessment and identification of key priority areas for training activities for the first two years of operational activity of the HACC.

A final project report should be prepared and shared with the HACC and EUACI with a view to present a summary of the achievements made against the scope of work above, the key outstanding issues and the recommended follow-up actions to be taken by the HACC to increase the effectiveness of HACC’s media and communication activities.

1. **Professional Requirements**

The service provider shall possess the following professional experience:

* Intensive experience related to strategic communications and media, including development of comprehensive strategies, crisis tools and public statements;
* Experience of working with governmental institutions as well as international organizations or technical assistance projects assisting anti-corruption efforts of Ukraine.

The services should be provided by a team of experts, including strategic advisor/counsellor, media relations manager and project leader/assistant. Experts need to be fluent in English and Ukrainian.

The services are expected to be implemented part time with inputs based on a work plan agreed with HACC that takes into account the division of roles and responsibilities between the team and the availability of the concerned HACC staff.

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 “objectives” and “outputs” herein respectively. Moreover, the performance of the contractors will be assessed by EUACI 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.

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

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

1. **Selection**

The following documents should be submitted to the e-mail [franje@ukraine-aci.com](mailto:franje@ukraine-aci.com) with the subject “Strategic Communications Support for the HACC”:

- Concept note/methodology for service delivery (max. 5 pages);

- Team of proposed experts with CVs;

- Total service fee and the individual expert fee level. The maximum budget for the service delivery shall not exceed 20.000 EUR.

- Contact information of at least two references.

Deadline for applications is May 3 (Friday) 2019. The service provider will be selected in two stages:

1. Assessment of received applications against the requirements listed in this announcement;
2. Interview with the EUACI.

For any questions, please contact Halyna Kokhan, Anti-Corruption Expert at EUACI ([halkok@ukraine-aci.com](mailto:halkok@ukraine-aci.com)).

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