**Terms of Reference**

**for expert services on providing assistance for preparing an integrity strategy covering secondary schools, universities and technical schools**

**for the National Agency on Corruption Prevention**

**Background and context:**

The EU Anti-Corruption Initiative (EUACI) is the leading anti-corruption support programme in Ukraine funded by the EU, co-funded and implemented by the Ministry of Foreign Affairs of Denmark. In early 2024, Denmark and the EU engaged in a third phase of the programme aimed at supporting Ukraine in its efforts to reduce corruption at the national and local level through the empowerment of citizens, civil society and state institutions. The EUACI Phase III strategic objectives are that: corruption in Ukraine is reduced; Ukraine advances with anti-corruption reform; and the reconstruction in war-affected areas of Ukraine is implemented within a framework that incorporates transparency, accountability, and integrity. As a horizontal focus area, the EUACI will support integrity and awareness raising at the level of schools and other educational institutions.

The EU emphasises the fight against corruption as an important part of Ukraine’s accession process, highlighting the need for a culture of integrity and robust anti-corruption measures.

The National Agency on Corruption Prevention (NACP) remains one of the key beneficiary institutions of the EUACI. The institution’s mandate stands for developing and implementing anti-corruption policy, while creating an environment conducive to corruption prevention.

Along with that, the Agency keep on coordinating the Ukraine’s public institutions in implementing the State Anti-Corruption Programme that had been developed for 2023-2025.

It is expected that the NACP will remain the key actor in this domain and will be responsible for the development of the new national strategic documents for the years following 2025.

To support the NACP, the EUACI has engaged in a dialogue with the NACP regarding its capacity development needs. The NACP has expressed a need to develop a strategy for working with integrity at the level of secondary schools, universities and technical schools. NACP has in the past conducted a number of activities in these areas, often ad hoc and without significant impact. By providing a strategic framework, the NACP should be able to providing more comprehensive and holistic interventions with a broader impact. NACP has requested assistance in preparing and implementing a strategic process that will include the most relevant stakeholders, first of all the Ministry of Education and Science but also teachers associations etc.

The key beneficiaries within the NACP are the management and staff of the Integrity Office and the NACP leadership.

**Objective:**

The assignment’s main objective is to assist NACP in creating a strategic framework, through an inclusive process, for working with integrity at the level of secondary schools, universities and technical schools.

**Scope of work:**

The scope of work of the assignment includes different tasks, including, but not limited to:

* Conduct introductory sessions with the NACP Integrity Office team and other key stakeholders, including the Ministry of Education and Science.
* Develop a plan of strategic planning sessions, consultations and deliverables together with the designated NACP representatives.
* Facilitate the process of strategic planning, namely together with the NACP Integrity Office representatives and other educational sphere’s stakeholders conduct planning sessions and consultations in order to:
	+ Analyse the main integrity and corruption related challenges facing secondary schools, universities and technical schools.
	+ Obtain an overview of the main ongoing integrity and anti-corruption activities in these areas based on a mapping exercise.
	+ Study existing strategic documents of relevance for this assignment.
	+ Define a result framework for a comprehensive multiannual integrity and anti-corruption effort based on a clear theory of change and defining impact, outcome, and output level indicators.
	+ Develop targets for each level to track progress and measure success.
	+ Prepare an action plan of possible activities necessary to meet the targets.
	+ Transform the points above into a strategic framework.

**Expected deliverables:**

The following list of deliverables is preliminary and non-exhaustive. Deliverables are expected to be provided in Ukrainian, with the exception of the final strategy paper that also has to be in English language, and drafted in close cooperation with NACP. Electronic copies should be sent by email to the particular EUACI contact person.

The following deliverables are expected:

1. Plan of strategic planning sessions, consultations and deliverables
2. An analysis of integrity and corruption challenges in the three areas based on a compilation of existing material and input from planning sessions and other consultations with relevant stakeholders.
3. A mapping of the main ongoing integrity and anti-corruption efforts in the three areas.
4. A result framework, including a clear theory of change, indicators and targets.
5. A general action plan of possible activities necessary to meet the targets.
6. A strategic framework paper based on the deliverables above (in Ukrainian and English language versions).

**Timeline:**

The intended commencement date is the date of signature of the contract with the consultant and the period of implementation of the contract will be **7 months**, with an expected duration **of up to 40 working days** (part-time format is expected).

**Requirements to the Service Provider/s:**

The contract can be awarded to an *expert or a team of experts* meeting the following criteria:

## General qualifications:

* a minimum of a Master’s or Specialist’s degree in education, pedagogy, administration of educational institutions and / or public administration and management, and / or planning, and / or economic, and / or legal, and / or political sciences;
* at least 3 years of experience in education, pedagogy, administration of educational institutions, and / or cooperation with the Ukraine’s educational institutions and / or related governmental policy making or policy implementation organizations;
* experience in a leading role in strategic documents’ development for public institutions, consulting in policies’ and procedures’ development for public institutions.
* experience in working with developing result frameworks and theory of change.
* profound sense and personal culture of integrity;
* excellent written and oral communication skills,
* fluency in Ukrainian is required;
* good English language skills is an advantage.

**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.

Special requirements

By signing the contract, the contractor (and its representatives) agree to hold in trust and confidence any information or documents ("confidential information"), disclosed to the contractor or discovered by the contractor or prepared by the contractor 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 without EUACI and NACP authorisation.

The contractor or team of contractors reports to the NACP and EUACI. The contractor or team of contractors shall de-brief the EUACI prior to finalising the assignment.

The developed deliverables can be checked (as a quality assurance) and payments will be executed upon the receipt of quality assurance.

# Bidding details:

The bidder or team of bidders must submit the following information to be considered:

* The CV / CVs (no more than three pages long each).
* A portfolio / portfolios that includes a list of assignments similar to this project executed over the last five years.
* A one-pager describing an approach or a methodology for organizing the strategic planning process.
* A financial offer presented in EUR, inclusive of all taxes or other such charges with a calculation of 40 working days.

**The total contract budget cannot exceed EUR 10,000 euros.**

# How to apply:

The deadline for submitting the proposals is 4 July 2024, 18:00 Kyiv time.

The proposals shall be submitted within the above deadline to ievrom@um.dk and solbor@um.dk, indicating the subject line “Procurement of Expert Services: strategizing activities for the NACP”.

Bidding language: English.

Any clarification questions for the bid request should be addressed to ievrom@um.dk, no later than 1 July 2024, 18:00 Kyiv time.

# Evaluation criteria:

Bids will be evaluated under the criteria provided below:

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| **#** | **Criteria** | **Weight** |
| 1 | Criterion 1: Professional experience, consisting of the length of experience and the proven track record of practical expertise and achievements in the given field | 40% |
| 2 | Criterion 2: The quality of the one-pager on approach or methodology | 30% |
| 3 | Criterion 3: Proposed budget (financial offer) | 30% |