**Service provider (legal entity) or team of experts for facilitation the development of the Institutional Strategy for the National Agency on Corruption Prevention**

**Terms of Reference**

1. **Background**

Supporting anti-corruption efforts in Ukraine is a high political priority for the European Union and Denmark. By combating corruption, the EU and Denmark contribute to the consolidation of democracy and economic growth of Ukraine, as well as a 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 24 May 2020 – 8 July 2024.

In October 2019, the Ukrainian Parliament amended the Law on Corruption Prevention to ensure the effectiveness of the corruption prevention institutional mechanism by relaunching the National Agency on Corruption Prevention, NACP. EUACI has been actively supporting the restructuring process of the agency following these legislative amendments. The relaunch of the agency and an open and competitive NACP Head selection process re-established the trust among many international actors to re-engage with the agency. NACP has invigorated the agency by designing and implementing a number of reforms in different areas of the competencies of the agency in order to ensure the effectiveness of the corruption prevention institutional mechanism and deliver real and substantial results.

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 expectations from the new leadership. It is vital for NACP to develop an institutional strategy as one of the key documents for institutional development for the next five years.

Moreover, in accordance with the Resolution of the Cabinet of Ministers № 458 “On approval of criteria and Methodology for evaluating the effectiveness of the National Agency for Prevention Corruption”, the development and approval of the institutional strategy is one of the audit criteria of managerial efficiency and organizational capacity of the NACP. The Cabinet of Ministers has recently launched the audit of the NACP.

1. **Objective**

The main objective of the technical support to be provided to the NACP within the framework of this engagement is to support the National Agency in the preparation of its Institutional Strategy.

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

To develop the long-term Institutional Strategy of the National Agency, a Working group will be formed with NACP representatives (Board members (the NACP Head and his deputies) and some Heads of Departments (called Independent Units). The Working group will be regularly supported by the provider’s expert guidance. To ensure a common understanding, viability and sustainability of the strategy to be developed, a strategic workshop will be organized engaging all Heads of Independent Units. The provider will provide methodological recommendations to the Working group in finalizing the NACP Institutional Strategy.

**Scope of work**

1. Analysis of preliminary information and documents (previous strategies, legislation and regulations and internal documents) provided by the NACP management. Interviewing NACP Board members and other relevant interlocutors within NACP to understand the context in which the NACP operates as part of the preparatory work. On that basis an action plan for the delivery of services under this engagement should be developed. EUACI experts should be closely involved in the preparatory work.
2. Strengthening the capacity and capability of the NACP Working Group to design the strategic work on institutional development  by enhancing competencies of the NACP representatives in such topics:
* strategic framework for a public authority;
* principles of implementing the systematic thinking behind strategic development;
* the logic of creating, adjusting and developing institutional systems;
* client and stakeholder dimension as part of an Institutional Strategy.
1. Providing methodological recommendations as to the institutional strategy and give feedback to the NACP Working group on their work and progress during the preparation of the draft Institutional Strategy.
2. Organization of the strategic workshop with NACP Board members and all Heads of the Independent Units to build a common methodological and conceptual understanding, test the hypotheses used, discuss the strategic considerations developed by the Working group and assign roles of each participant for Strategy implementation.
3. Strengthening the capacity of the NACP Working Group to design effective business processes for the implementation of the developed Institutional Strategy.
4. Provision of expert guidance and feedback to the NACP Working group in the process of the Institutional Strategy finalization.
5. Within NACP Institutional strategy development, preparation of materials and methodological recommendations and conducting training to increase the capacity of the NACP team on policy development cycle:
* identification of stakeholders of the national anti-corruption policy, preparation of stakeholder analysis and an action plan for stakeholder engagement, including the broader public;
* integration of a policy cycle framework into the process of institutional development;
* building the system for future evaluation of the effectiveness and monitoring of the implementation of anti-corruption measures, including regular impact assessments of state anti-corruption programs.

1. **Expected deliverables are the following but not limited to:**
2. Based on the conducted preparatory analysis, an action plan to deliver activities within this assignment should be drafted and approved by NACP and the EUACI.
3. Conducted sessions to increase the capacity of the NACP Working group in developing the Institutional Strategy, covering such topics as a strategic framework for a public authority, principles of implementing the systematic thinking for strategic development, the logic of creating, adjusting and developing systems, client and stakeholder dimension.
4. Provided methodological recommendations as to the Institutional Strategy and regular feedback to the NACP Working group on their work and progress during the preparation of the draft Institutional Strategy.
5. Organized strategic workshop with NACP Board members and all Heads of the Independent Units where NACP representatives will build common methodological and conceptual understanding, test the hypotheses used, discuss the strategic considerations developed by the Working group and assign roles of each participant for Strategy implementation.
6. Conducted sessions to strengthen the capacity of the NACP Working Group in the design of effective business processes for implementation of the developed Institutional Strategy.
7. Provided expert guidance and feedback to the NACP Working group in the process of the Institutional Strategy finalization.
8. In cooperation with the NACP team, conducted internal discussions and developed a map of the national anti-corruption policy stakeholders, prepared action plan and methodological recommendations for their engagement.
9. Conducted at least 12 pieces of training on the integration of policy cycle framework principles into development and implementation of various sectoral areas of the state anti-corruption policy.
10. Conducted at least 3 pieces of training on preparation of analytical documents to ensure the participation of stakeholders in the processes of anti-corruption policy development and impact assessment of the anti-corruption programs in Ukraine.
11. Prepared narrative report (5 pages long) with identification of key results of assignment and recommendations for further development.

**5.**    **Timeline**

The period of implementation of the contract will be 9 months, with a duration of 120 working days. The intended commencement date is the date of the signature of the contract with the consultant.

**6.**    **Professional Requirements**

General qualifications for the team of experts:

* Advanced University degree (Master’s degree or equivalent) in the relevant field of expertise, law, social sciences, management or related. A first-level university degree in similar fields in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree;
* A minimum of 5 years of professional experience of working in a relevant field and taking part in the implementation of similar institutional strategy development projects (government, non-government or international organization, providing technical assistance/advice).
* Proven ability of analytical and report drafting work;
* A legal entity or group of experts should nominate the team leader of the project, responsible for the implementation of the activity and communication with the EUACI team.

 Adequacy for the assignment:

* A minimum of five years experience providing strategic advice in the field;
* Experience in providing technical assistance for international organizations an asset;
* Experience in working and collaborating with stakeholders including government, civil society and international organizations;
* Experience of institutional strategy development and implementation for anti-corruption agencies, or similar agencies, an asset;
* Experience in organizing training and strategic workshops for high-level and middle management of institutions, preferably public authorities to facilitate a strategic approach and give strategic direction.

  Experience with the region and languages:

* Previous experience working with/knowledge of the judiciary/criminal justice system/anti-corruption in Ukraine or in the region is an asset;
* Fluency in Ukrainian (and/or Russian) is required, written and oral English is an asset.

**4. 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 the 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 finalizing 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.

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

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

**HOW TO APPLY**

The deadline for submitting the proposals is **21 September 2021, 18:00 Kyiv time**.

The proposal shall include the CVs of all experts involved in the implementation of the activity, a short note on methodology, financial information/budget for the assignment with an indication of days and fees for each expert and a motivation letter. The abovementioned documents should be submitted within the deadline to vikpop@um.dk with the subject NACP Institutional Strategy.

Bidding language: English.

Clarification questions

Any clarification questions regarding the bid request should be addressed to Viktoria Popyk, vikpop@um.dk  not later than 17 September 2021, 17:00 Kyiv time.