

Date 09.04.2025

**TERMS OF REFERENCE**

**For the Selection of a Service Provider to Conduct a Two-Day Leadership Training for the Managerial Staff of the National Anti-Corruption Bureau of Ukraine (NABU)**

**General background**

The EU Anti-Corruption Initiative in Ukraine (EUACI) is the European Union’s technical support program in the area of anti-corruption in Ukraine, co-funded and implemented by the Ministry of Foreign Affairs in Denmark. The overall objective of the EUACI is to achieve significant progress in preventing and countering corruption, ensuring the coherence and systemic anti-corruption activities of state and local self-government bodies, and to empower civil society and citizens to contribute to the combatting of corruption, as well as the proper process of Ukraine’s post-war recovery. The program runs till April 2027.

# The National Anti-Corruption Bureau of Ukraine (NABU) is one of EUACI’s key beneficiaries and plays a central role in combating corruption in Ukraine.

# In 2024, the EUACI supported three leadership development training sessions for NABU managers and civil servants. These sessions engaged 43 staff members across various departments and focused on multilevel interaction strategies, team cohesion, resilience, and the role of leadership in shaping organisational culture. Building on this foundation, the EUACI intends to support a more in-depth and targeted follow-up training in May–June 2025 (exact dates to be determined in consultation with NABU).

# The EUACI plans to support a two-day leadership training for up to 50 managerial-level NABU staff, including senior management, heads of detective units, and heads of administrative departments (civil servants).

# The two-day leadership training must adress the following priority areas:

# Strategic leadership during institutional and societal transitions;

# Effective internal communication and team coordination, particularly across operational (detective) and administrative departments. Practical exercises in conflict resolution, collaborative problem-solving, and critical decision-making may be incorporated;

# Integration of ethical leadership principles in daily work and management strategies, including tools for building resilient, high-performing, and motivated teams.

# Session may include additional topics, interactive components such as simulations, case studies, peer exchange, or team-building exercises tailored to NABU’s organisational context.

# Objective

Providing a two-days leadership training as part of general objective of supporting anti-corruption institutions in delivering on their mandates more effectively through strengthened leadership capacity, the EUACI plan to strengthen the leadership competencies of NABU’s managerial staff, fostering improved communication and coordination between operational and administrative units and contributing to a cohesive institutional culture.

# Scope of work

The selected Service Provider shall:

* Conduct pre-training interviews or collect written responses from NABU leadership to fine-tune and adjust the proposed programme for a two-day leadership training (that was submitted by the Service provider when applying for this tender), ensuring it reflects current challenges and priorities within managerial-level operations (across both administrative and detective units);
* Finalise a detailed program of a two-day leadership training session in consultation with NABU, based on the initially proposed structure and refined through the feedback process, subject to EUACI’s approval;
* Deliver two-days leadership training for 50 participants focused on enhancing cooperation between administrative and detective departments between May-June 2025 in Kyiv or Kyiv region area;
* Conduct an evaluation of the training sessions through participant feedback forms;
* Submit a final report, including evaluation results, observations, and recommendations for future leadership development.

The Service Provider must also ensure the maintenance of a registration list verifying participants' attendance at all sessions.

Post-training feedback shall be collected and analysed, including disaggregated data by gender, age, and position. This data must be compiled in an Excel file and submitted to the EUACI. A template for the post-training questionnaire will be provided and adapted in collaboration with the EUACI.

The EUACI is responsible for renting location and other logistical expenses related to the training.

**Deliverables**

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
| --- | --- | --- | --- |
|  | Preliminary interviews with NABU leadership and EUACI management to define the training content | At least two weeks before the training |  |
|  | Updated training programme of the two-days leadership training (Ukrainian version required)  | At least one week before the training | To be submitted to the EUACI by email. Subject to the EUACI approval.  |
|  | Two-day leadership training for 50 participants conducted, including practical exercises and real-world case studies | May-June 2025 | Venue, technical support, and catering to be provided by the EUACI. The training will take place outside Kyiv (within 20–30 km) |
|  | Collection and analysis of training feedback from participants, including a post-assessment survey to evaluate satisfaction and areas for improvement.  | Upon completion of two-days training | The post-assessment survey should incorporate questions identified in consultation with EUACI. Feedback must be included in the final report. A registration list with signatures is required. |
|  | Final report, including:1. a registration list verifying participation
2. post-assessment survey results
3. feedback analysis
4. all developed training materials [[1]](#footnote-1)
 | Upon completion of two-days training | Subject to EUACI approval. Ukrainian version with an English translation required. |

**Qualifications**

The assignment may be undertaken by an individual, a company, or a team of experts. In case of a team or legal entity, at least one team member must meet the following criteria:

* Official registration as an individual entrepreneur or legal entity in Ukraine;
* Minimum 3 years of proven experience in delivering leadership or corporate training. Experience in training for public institutions or law enforcement agencies is a strong advantage;
* Demonstrated capacity (economic, technical, and legal) to provide the required services and hire qualified experts;
* Fluency in Ukrainian.

The EUACI will award only one contract. Thus if team of experts is applying, one of experts shall be responsible for managing contracts and financial payment to other experts.

**Budget, timeframe, and location**

**Budget**: The optimal budget for this assignment is up to EUR 8 000, covering all service feesand possible related expenses of the Service provider (stationary, logistics, etc.) needed for implementation of activities indicated in the section “Scope of work” and “Deliverables” herein respectively.

The Service Provider may request an advance payment of up to 30% of the total cost after signing the contract, and the rest 70% as a post-payment after fulfilment of the contract. All the payments under the contract will be made in UAH according to the official NBU exchange rate published on the day of the invoice issuance by the contractor

The Service Provider may subcontract additional coaches at its discretion; however, the EUACI shall not cover any additional expenses beyond those contractually agreed upon. The Service Provider remains fully responsible for the performance and deliverables of any subcontractors.

**Timeframe:** Two calendar months, commencing May 2025. The exact dates of delivery of the training are subject to further negotiations with NABU. The Service Provider could start work immediately upon signing the contract.

**Location:** Kyiv or Kyiv region (offline), within 20–30 km. The EUACI will not cover the Service Provider’s transportation costs. However, these costs can be budgeted in financial proposal of the service provide. If necessary, accommodation may be arranged by the EUACI upon request additionally. Venue and catering will be organised and funded by the EUACI.

**Reporting and management**

The performance of the Service Provider will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the section “Objective” and “Deliverables” herein respectively. Moreover, the performance of the Service Provider will be judged upon the successful implementation of all the specific activities indicated in Section “Scope of work” of this document

By signing the contract, the Service Provider agrees to hold in trust and confidence any information or documents ("confidential information") disclosed to the Service Provider or discovered by the Service Provider or prepared by the Service Provider in the course of or as a result of the implementation of the contract, and agrees that it shall be used only for the contract implementation and shall not be disclosed to any third party. The Service Provider also agrees not to retain copies of any written information or prototypes in its archive and for its use.

The Service Provider shall submit a final written report to the EUACI, containing recommendations based on the results of the conducted sessions and proposed follow-up activities. The final report shall include a registration list verifying participation in both group sessions and individual sessions/consultations.

**How to apply**

The **deadline** for submitting the proposal is**5th of MAY,** 12:00 Kyiv time.

Interested candidates should submit the following documents:

* **CV(s) of expert(s);**
* **An initial program of the two-days leadership training**. (Note: *This initial programme must include a draft agenda with specific session topics, learning objectives, and the proposed methodologies and trainers proposed for each topics).*
* **Financial proposal including daily fee and other expenses (e.g. training materials, logistics).** Please identify the total of hours provided by the experts (maximum 2 pages). *(Note: Venue, catering, and participant logistics will be handled directly by the EUACI.)*
* **Portfolio of relevant past projects (optional);**

The proposal shall include the aforementioned information and should be submitted within the above deadline to EUACI@um.dk cc to olemir@um.dk indicating the subject line: ***Leadership Training for NABU.***

You will receive an auto-reply from the EUACI@um.dk mailbox when the offer has been received. If you do not receive an auto-reply, your offer was not received and you should contact the EUACI by phone.

Bidding language: English.

**Evaluation criteria**

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

|  |  |
| --- | --- |
| **Criterion** | **Weight** |
| Relevant experience, skills, and competencies | 30% |
| Proposal  | 45% |
| Financial offer | 25% |

1. Training materials developed and provided to the training audience, including but not limited to, presentations, guides, handouts, and reference documents. [↑](#footnote-ref-1)