# **Terms of Reference**

# **For Service Provider to Conduct Educational Program “****Integrity Decision making and Accountable Management for Reconstruction”**

## 1.Background

**The Agency for Restoration**

In January 2023, the Government of Ukraine established the State Agency for Reconstruction and Development of Infrastructure of Ukraine (hereinafter – the Agency). The Agency has been tasked with ensuring the efficient and transparent implementation of construction projects aimed at the country's rapid recovery and post-war reconstruction. The mission and scope of the newly created Agency include critical infrastructure, energy infrastructure, housing, social and transport infrastructure.

At the same time, the regional Offices of Automobile Roads have been renamed into Regional Offices for Restoration and Development of Infrastructure (hereinafter – RORs) and their functions have been significantly extended with reconstruction of residential, civil engineering and infrastructure objects destroyed by russian invaders. RORs perform their activities as the legal entities within the sphere of the Agency’s management. Capacity and expertise of the Offices may not correspond to the challenges they face. In addition, the outdated structure they inherited from the regional road services needs to be changed in light of the new challenges that have arisen during their transformation and current tasks.

Under the law, RORs are considered “construction employers” and perform all the respective duties. The activities of RORs can be connected with a number of corruption risks as they carry out the procurement, construction process and manage funds spending (including, determine the areas and amounts of budget funds spendings). Due to the significant increase in the volume of work and the lack of sufficient experience and knowledge of the staff in the new activities, there are risks and obstacles to the effective implementation of reconstruction projects.

There is a pressing need for a long-term capacity-building educational program tailored to the needs of the Regional Offices of Reconstruction. This program will feature offline training sessions in Kyiv, specifically designed for middle-level managers who are responsible for leading teams, making strategic decisions, and overseeing construction and other critical processes required for the effective implementation of reconstruction projects in Ukraine.

A strong emphasis will be placed on integrity-based decision-making, which is essential in the context of public sector reconstruction, where transparency and accountability are critical. The training will go beyond traditional theoretical learning and will incorporate case studies, practical exercises, and real-world scenarios to ensure participants can directly apply what they learn to their daily work.

Each training topic will be grounded in the principles of effective management and will include components focused on internal control, anti-corruption measures, and integrity of the managerial decisions. These elements will be integrated across all modules, ensuring that every area of learning — from project management to financial oversight and communication — includes relevant examples and tools for building a culture of integrity.

There is currently a noticeable lack of such expertise among the target participants. Many managers in the RORs have not had access to specialized training in ethical leadership, internal controls, or anti-corruption practices, which are vital for restoring public trust and ensuring the efficient use of resources during Ukraine’s reconstruction. By addressing this gap, the program aims to strengthen institutional capacity and promote a transparent, results-oriented approach to rebuilding efforts.

**2.Objective** **of the Training Program**

Enhancing the efficiency and integrity of middle management in the RORs by conducting a capacity building education program that will improve their knowledge and skills in project management, strategic planning, leadership, personnel management, communication, integrity-based governance, ethical decision-making and risk management.

**Goals of the Training Program**

* Develop operational management and strategic planning skills based on values of integrity and transparency.
* Enhance leadership qualities and personnel management effectiveness.
* Improve internal and external communication.
* Improve project management skills and corruption risks mitigation with a focus on the construction sphere.
* Gain knowledge of the results evaluation, KPI and internal control.
* Strengthening skills in ethical decision-making and risk mitigation using case studies.

**3.Scope of Work**

The Service Provider will be required to:

* Develop a **training program and agenda** for training modules to achive the goals of the Training Program listed above in close consultations with the EUACI. The training program should consist of six (6) training modules. Each training module should last two days.

Tentative topics for training program are:

* Integrity and ethical decision making
* Leadership and strategic management based on values of integrity and transparency
* Project management in construction
* Crisis management and change managment
* Internal and external communication
* Internal control
* Results evaluation and KPI
* Questionary for selection of the participants for education program.
* Pre-evaluation of needs of participants to make the training more targeted and adjust the training program accordingly.
* Identify and engage **trainers** for each training module. It would be an advantage if the trainers have experience with cases in construction project management and good governance. The Service Provider should provide CVs of the proposed trainer/speaker for EUACI’s approval.
* Prepare all hard copies of **materials for each training module** for each participant.
* Manage the **venue for trainings and meal/catering** for participants.

The venue should be suitable for at least 30 participants + trainers/speaker + EUACI representatives.

The catering should include 1 lunch and 2 coffee-brakes for 30 people for each training day (12 days).

* Assist to the Agency and EUACI **in** the final selection list of participants.
* Conduct **6 (two-days each) training modules** offline in Kyiv in accordance with the approved training program and daily agenda. Obtain a registration list as proof of participation.
* Conduct **final evaluation and gather feedback** on the training modules.
* Prepare a **short final report** with observations and lessons learned, the result of the evaluation and recommendations for future development of staff.

**4.Deliverables**

Table 1: Summary of deliverables/outputs and the tentative timeline for delivery.

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
| --- | --- | --- | --- |
| 1. | Training program and agenda for 6 two-days training modules | 2 weeks after signing a contract | Subject to the EUACI approval  Ukrainian and English |
| 2. | Methodology for selection of the participants for education program | 2 weeks after signing a contract | Subject to the EUACI approval  Ukrainian |
| 3. | Final List of trainers and their CVs | 2 weeks after signing a contract | Subject to the EUACI approval  Ukrainian |
| 4. | Materials for each training module | For each training module | Ukrainian |
| 5. | Final report | September – October 2025 | The report should contain observations and lessons learned, the result of the evaluation/feedback and recommendations for future development of staff  Subject to the EUACI's approval  Ukrainian and English |

**5.Methodology**

The candidate for the Service Provider must submit a proposal outlining the methodology of the training program. This proposal should include:

**Training Methodology Document (maximum 2 pages)** –a clear and structured methodology for delivering the training, including:

* + The proposed pedagogical approach, highlighting the use of case studies, practical exercises, and real-life scenarios to ensure applied learning, especially in areas related to integrity, internal controls, and anti-corruption practices.
  + An explanation of how each training module will integrate practical tools and examples to promote effective and ethical management, leadership, and decision-making within the RORs.
  + The proposed main topics for each of 6 modules and 12 training days

**List of Expected Speakers/Trainers:** the candidate must provide a preliminary list of proposed trainers for each training module. This list should include:

* + The name and professional background of each expert.
  + Their area of specialization relevant to the proposed topics.
  + A short justification of their relevance and experience in providing capacity-building support, particularly in the context of public sector, construction, integrity, and anti-corruption.

The proposed methodology should demonstrate an understanding of the RORs’ operational context and the critical role of ethical and effective management in the reconstruction of Ukraine. It should also reflect the integration of cross-cutting themes such as integrity, transparency, and accountability across the modules.

After the selection of the Service Provider, the topics, agenda, and speakers may be negotiated and adjusted in agreement with the EUACI. While tentative training topics are listed above, candidates are encouraged to modify them or propose their own if they address similarly relevant issues related to capacity building.

The trainings are expected to be delivered approximately once a month since May and September 2025.

**6.Lengths of contract**

The expected duration of the contract is 6 months, with a tentative start in the end of April 2025 and completion in October 2025 (including reporting to the EUACI).

The timeline for trainings is expected is from May 2025 to September 2025 with six 2-days training modules conducted.

**7.Estimated budget**

The maximum budget available for this assignment is **up to EUR 33 000**. This amount includes all fees of the trainers/speakers and training organizers, meals or catering for participants including the service fee, conference/study rooms, printing study materials etc.

Note that the EUACIas an international technical assistance program **is not a VAT payer** and will provide all the necessary documents required.

**8.Payment**

Payment will be made in a maximum of two instalments.

The first instalment, representing a maximum of 30% of the total contract value, will be made after receipt of the Service Provider's Deliverables 1-2, and invoice.

The second and final payment will be made upon receipt and approval of the Final Report and a Final Invoice.

The payment will be made in UAH according to the official NBU exchange rate.

**9.Requirements for the Service Provider:**

1. Expertise and capacity in Training Development:

* Have at least 10 years of proven working experience in developing and delivering training programs on modern management, integrity and good governance, communication, leadership and related topics for top management

1. Availability of own equipped training facilities in Kyiv.
2. Be able to ensure economic and technical capacities to perform the requested services as well as a relevant legal status to hire experts.
3. Have proven experience in organizing corporate trainings (especially for public servants).
4. Compliance and Ethics:

* Adherence to ethical standards and legal requirements.
* Commitment to confidentiality and data security.

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

|  |  |  |
| --- | --- | --- |
| **#** | **Criteria** | **Weight** |
| 1. | Financial offer (including all the expenses for training, venue food and taxes) | 20% |
| 2. | Methodology for trainings | 40% |
| 3. | CV of Lecturers and Trainers | 20% |
| 4. | Relevant experience and competencies (portfolio of organised trainings) | 20% |

**10. HOW TO APPLY**

The proposals with:

* Financial Offer in EUR;
* Methodology for trainings
* CV of the inhouse trainers/lecturers or external experts/trainers involved by the Service provider;
* Portfolio of relevant projects.

shall be submitted in electronic format only within the below deadline to the email: [euaci@um.dk](mailto:euaci@um.dk), cc [dmyiak@um.dk](mailto:dmyiak@um.dk) indicating the subject line **“Educational Program for RORs”.**

Any clarification questions for the bid request should be addressed to [dmyiak@um.dk](mailto:dmyiak@um.dk), no later than 15 April 2025, 17:00 Kyiv time.

**The deadline for submitting proposals is 22 April 2025, 18:00 Kyiv time.**

Bidding language: **English.**