

**April 17, 2025**

**TERMS OF REFERENCE**

**For**

**Expert Support for Strategic Visioning, Methodology Review, and Performance Analysis of Ukraine’s Anti-Corruption Framework**

**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.

In line with its objective, EUACI seeks expert support to strengthen strategic thinking and improve the methodological frameworks guiding anti-corruption efforts in Ukraine. This includes preparing the Vision of the Future of Anti-Corruption in Ukraine workshop and concept paper, assessing how Ukraine is measured internationally on anti-corruption and integrity, reviewing the effectiveness of the National Agency for Corruption Prevention’s (NACP’s) corruption risk assessment (CRA) methodology, and providing ad-hoc expertise when needed.

# Objective

Overall Objective: To enhance the strategic direction, methodological soundness, and performance tracking of Ukraine’s anti-corruption system.

Specific Objectives:

* Facilitate a forward-looking consultation process on the future of anti-corruption in Ukraine.
* Improve the understanding of Ukraine’s standing in international anti-corruption assessments.
* Review and propose improvements to the CRA methodology used by the NACP.
* Provide timely expert input on integrity and anti-corruption challenges on an ad-hoc basis.

# Scope of work

**Task 1: Vision of the Future of Anti-Corruption in Ukraine (7–11 days)**

* Conceptualize and prepare a strategic foresight 2 days workshop based on a whole-of-society approach to addressing the corruption challenge.
* Prepare a background discussion paper to guide the workshop.
* Moderate and steer the workshop.
* Draft a policy-oriented paper as a product of the workshop (etc. as a summary of the discussions and recommendations of the workshop) to be presented at the Ukraine Recovery Conference (URC).
* Present the results in Kyiv and Rome (if requested).

**Task 2: Measuring Ukraine’s Performance in AC/Integrity/Transparency (3–5 days)**

* Provide an overview of international rankings and assessments relevant to Ukraine’s anti-corruption and integrity agenda.
* Analyze methodological strengths and weaknesses of key indices and provide recommendations as to the preferred indices.
* Prepare a paper with the findings and present the findings during the workshop outlined in the Task 1 (or online).

**Task 3: Review of NACP CRA Methodologies (6-9 days)**

* Review NACP’s guiding methodology for sectoral and strategic corruption risks assessments (CRAs).
* Interview NACP staff, NGOs, and AC officers regarding methodological application and challenges.
* Organize and facilitate a workshop with NACP to discuss gaps and potential improvements in CRAs.
* Draft a 5-page paper with practical recommendations.
* *Optional:* Participate directly in a CRA process (e.g., with TI Ukraine) to deepen insight into practical gaps—pending further coordination and extended timeline.

**Ad-hoc tasks (up to 5 days)**

* Provide expert input, document reviews, or short policy memos on emerging issues related to integrity, anti-corruption, or institutional performance as per request of the EUACI.

**Deliverables**

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
| --- | --- | --- | --- |
| 1 | **Concept note and discussion paper for Vision workshop** | May 2025 | To be submitted to the EUACI by email at least 7 days prior to the workshop  English |
| 2 | **Moderation and summary of the workshop** | May 2025 | Summary to be submitted in English within 7 days after the workshop |
| 3 | **Vision paper for the URC** | June 2025 | To be submitted to the EUACI by email at least 14 days prior to the URC on 11/7.  English |
| 4 | **Overview paper on international AC assessments** | May 2025 | To be submitted to the EUACI by email in English |
| 5 | **Review report on CRA methodology** | Rolling | To be submitted to the EUACI by email in Ukrainian or English |
| 6 | **Ad-hoc notes, reviews, or memos (as needed)** | Rolling | To be submitted to the EUACI by email in Ukrainian or English |
| 7 | **Final report, max 5 pages.** | After the conclusion of the assignment | To be submitted to the EUACI by email in English |

**Qualifications**

* Relevant education as a minimum Master’s Degree / Academic level in Law or Public Policy.
* Proven extensive expertise in anti-corruption policy and integrity, including academic work.
* Demonstrated experience facilitating strategic dialogues and authoring high-level policy papers.
* Familiarity with international AC assessment frameworks and performance measurement tools.
* Strong analytical and report-writing skills.
* Experience with the Ukrainian public governance context is a must.
* Fluency in English and Ukrainian languages.

**Budget, timeframe, and location**

Duration: May 2025 – May 2026

Estimated total working days: Up to 30 (including optional days for presentations or CRA participation).

Location: Primarily remote; workshop in Ukraine; other activities may take place in Kyiv or Rome.

The total budget for this assignment shall not exceed **EUR 20,000.** The travel expenses of the expert are not included in this budget and may be covered by the EUACI directly when needed in line with EUACI travel policies.

**Reporting and management**

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 section “Objective” and “Deliverables” herein respectively. Moreover, the performance of the Contractor 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 Consultant agrees to hold in trust and confidence any information or documents ("confidential information") disclosed to the Consultant or discovered by the Consultant or prepared by the Consultant 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 Consultant also agrees not to retain copies of any written information or prototypes in its archive and for its use.

The contractor will report to the EUACI team and coordinate with relevant partners such as the NACP. The contractor is expected to participate in regular check-ins and submit all deliverables by email unless otherwise agreed. Confidentiality must be maintained throughout the engagement.

**How to apply**

The deadline for submitting the proposal is **14 May 2025** Kyiv time.

All interested candidates should submit:

* CV.
* Short methodology (1–2 pages) or description of previous similar assignments.
* Financial proposal (daily rate and other expected costs).

The proposal shall include the aforementioned information and should be submitted within the above deadline to [EUACI@um.dk](mailto:EUACI@um.dk) cc to [oleksandr.komarov@outlook.com](mailto:oleksandr.komarov@outlook.com) indicating the subject line: Expert Support for Strategic Analysis of Ukraine’s Anti-Corruption Framework.

You will receive an auto-reply from the [EUACI@um.dk](mailto: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.

Any clarification questions regarding the terms of reference should be addressed to [oleksandr.komarov@outlook.com](mailto:Oleksandr.komarov@outlook.com), not later than 8 May 2025, Kyiv time.

**Evaluation criteria**

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| 1 | Core team members - relevant experience, skills and competencies | 50% |
| 2 | Technical approach and methodology, description of previous similar assignments | 30% |
| 3 | Financial Offer (Budget) | 20% |