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28 May 2025

**TERMS OF REFERENCE**

**IT Competency Development for Anti-Corruption Institutions**

# 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 EUACI supports the strengthening of the institutional capacity of Ukraine's key anti-corruption bodies. As part of these efforts, EUACI also focuses on strengthening IT capacity, recognising that modern, secure and well-managed information systems are essential for efficient and transparent operations. Enhancing the IT competences of IT staff directly contributes to the long-term sustainability and effectiveness of anti-corruption efforts in Ukraine.

With support from the EUACI, the National Anti-Corruption Bureau of Ukraine (NABU) is implementing three key IT systems: the electronic case management system (eCase MS), the Information and Communication System (ICS) for data exchange with government bodies, and the Data Warehouse (DWH) for automated data analysis. To ensure continued development and maintenance of these systems and other IT solutions, NABU seeks support to build the capacity of its IT staff.

Similarly, the National Agency on Corruption Prevention (NACP) aims to strengthen the competencies of its IT staff to effectively manage information systems, interact with government registries, standardise troubleshooting and monitoring, and improve interaction between IT staff and end-users. To this end, NACP has formally requested training support for its IT staff.

The High Anti-Corruption Court (HACC) has also requested assistance in enhancing the technical skills and theoretical knowledge of its IT personnel to improve internal IT operations and IT service delivery.

In addition, the Specialized Anti-Corruption Prosecutor’s Office (SAPO), which has become a separate legal entity, is in the process of establishing its own IT infrastructure with support from the EUACI. As this work progresses, there is a need to strengthen the competencies of SAPO’s IT staff to ensure effective management, security, and sustainability of the new IT infrastructure.

The training needs were identified in consultation with each institution and reflect specific priorities related to IT systems management, secure communications, implementation of unique IT solutions and data analytics.

The training topics are selected to cover different but closely related areas of the IT domain, namely:

* Data Analytics and Automation
* Infrastructure and System Administration
* Information Security and Network Protection
* IT Governance and Service Management
* Monitoring Tools

To address these needs, the EUACI supports conducting specialized training tailored to the specific requirements of each institution. The EUACI's support will ensure that anti-corruption bodies are better equipped to manage complex IT systems and contribute to the integrity and efficiency of Ukraine’s anti-corruption framework.

Within framework of this assignment, it is planned to engage a service provider(s) to conduct IT training in accordance with the terms and requirements of this ToR.

# Objective

The objective of the project is to strengthen the competences of the IT staff of anti-corruption bodies (NABU, NACP, HACC and SAPO) through specialised training in various IT areas.

This activity aims to enhance anti-corruption institutions’ IT capacity, allowing them to fulfil their mandates more efficiently and maintain a stronger operational track records.

# Scope of work

The scope of work covers the implementation of all training required for the achievement of its objective as outlined above.

The following is the list of required training courses:

| **#** | **Training** | **Training Code** | **Number of trainees** |
| --- | --- | --- | --- |
| 1 | Python (OPYT) | OT-OPYT | 3 |
| 2 | System Administration Basic (Linux) | LA-I | 1 |
| 3 | IT-Enterprise software technologies | - | 2 |
| 4 | Elasticsearch Engineering | ELEN | 5 |
| 5 | AI for business | AI-900T00 | 5 |
| 6 | Implementation and management of IT services according to the standard ISO/IEC 20000 | ISO/IEC 20000 | 3 |
| 7 | Developing and managing a public key infrastructure in a Windows environment | MS-2821 | 1 |
| 8 | System Centre Configuration | SYSTEMCENTER1 | 1 |
| 9 | Red Hat OpenShift Administration II: Operating a Production Kubernetes Cluster | DO280 | 3 |
| 10 | Red Hat OpenShift Administration I: Operating a Production Cluster | DO180 | 3 |
| 11 | Red Hat OpenShift Administration III: Scaling Kubernetes Deployments in the Enterprise | DO380 | 3 |
| 12 | Querying Data with Microsoft Transact-SQL | - | 3 |
| 13 | ITIL Foundation v4 | ITILFV4 | 3 |
| 14 | ITIL 4 Specialist Create, Deliver & Support (CDS) | ITIL4CDS | 3 |
| 15 | Supporting and Troubleshooting Windows 11 | 55342 | 2 |
| 16 | FortiGate Administrator | FG-A | 4 |
| 17 | Administering Windows Server 2019 | WS-011T00-A | 2 |
|  |  | **Total:** | **47** |

# Deliverables

1. A comprehensive training plan developed, including objectives, topics, learning outcomes, timelines and agreed upon with the beneficiary.
2. Training materials developed and provided to the training audience, including presentations, guides, handouts, and reference documents.
3. Training sessions conducted, including exercises and practical learning.
4. Training feedback from participants collected and analysed to measure satisfaction and areas of improvement:

* The Service provider will be responsible for sending a link to the on-line Google form for training feedback that will be provided by the EUACI. The on-line form is to be completed by training participants immediately after the training, and not later than 5 days from training date. The Service provider should send the reminder (s) to participants during these 5 days if the response rate is lower than 82%.
* The Service provider will be responsible for filling in the on-line Google form “Passport of the training” within 5 days after the training
* The EUACI responsible staff may conduct a review meeting to discuss results of the participants´ training feedback before closing the contract
* The EUACI hired external MEAL team will conduct 6 months post training assessment with a limited sample of training participants to evaluate how they apply skills obtained at the training in the longer-term perspective.

1. Certificates of completion (if provided by the training programme) are issued to all participants who successfully complete the training.
2. Training Report is provided to the EUACI and beneficiary, summarising:
   * + Training activities conducted.
     + Participants' performance and progress.
     + Feedback analysis.
     + Recommendations for future training initiatives.

# Service Provider

The service provider will be selected through an open local tender. It is also anticipated that one service provider may not be able to provide all the training due to diversity of training topics and other objective reasons. In this case, it is envisaged to engage several contractors and conclude more than one contract.

All beneficiaries intend to conduct offline training, specifically at a training centre facility that emphasizes practical experience and effective knowledge assimilation. However, some training can be delivered in online mode only. The training centre should confirm its availability to conduct the training while adhering to the existing security measures under martial law. The price of offline training should include coffee breaks and business lunches.

The selected service provider will be tasked with assisting the EUACI in delivering both offline and online training courses.

The service provider will be required to submit the following key deliverables:

* All necessary documents and materials for conducting each training
* Sharing the necessary training materials before the start of each training session
* Feedback forms to the EUACI after each training course
* Certification (if provided by the training programme)

The responsibilities of the contractor will include:

* Availability of facilities to conduct training in both online and offline formats as required
* Collaborating with the EUACI and beneficiaries to select the training dates
* Ensuring the ability to deliver training, taking into account any war-related issues or challenges
* Fulfilling other supporting tasks as needed

# Budget, timeframe, and location

The maximum budget for the assignment all included may not exceed EUR 33,000. The Tenderer’s financial proposal shall include all staff costs and project-related reimbursable expenses. The budget must specify the level of fees for each individual being part of this assignment.

Training will be conducted during the period of July–December 2025 in Kyiv. The training schedule will be determined through consultations between the EUACI, the service provider, and the beneficiary institutions. This approach is based on EUACI’s previous experience and is designed to ensure flexibility, allowing the training to align with the daily responsibilities and availability of IT staff.

The service provider may request an advance payment of up to 30%, with the remaining amount upon completion of the services. The final payment terms will be agreed upon with the service provider and reflected in the contract.

All the payments under the Contract shall be made in UAH according to the official NBU exchange rate published on the business day of the invoice issuance by the Consultant.

All payments are subject to verification of deliverable completion and approval by both beneficiary and EUACI.

# 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.

# How to apply

The deadline for submitting the proposal is June 16, 2025, 17.00 Kyiv time.

The financial bid shall be submitted in the format provided in [Appendix 1](#_Appendix_1:_The).

In addition to the duly completed and signed Appendix 1, the bidder must provide the training programme and brief information about the trainer. This information may be submitted in the form of an Excel file containing a link to the training programme, along with any other relevant supporting document.

Prices must be quoted in EUR, including costs of all duties and taxes applicable, and excluding VAT. The EUACI has a VAT exemption as an international technical assistance program.

The EUACI Procurement Plan and Registration Card are available on the [official website of the Cabinet of Ministers of Ukraine](https://www.kmu.gov.ua/diyalnist/mizhnarodna-dopomoga/pereliki-zareyestrovanih-proektiv-z-planami-zakupivel).

The proposal shall include the aforementioned information and should be submitted within the above deadline to [serkon@um.dk](mailto:serkon@um.dk) cc to [EUACI@um.dk](mailto:EUACI@um.dk) indicating the subject line: “**IT Competency Development**”.

If a proposal does not include the requested information, it will not be considered.

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 [serkon@um.dk](mailto:serkon@um.dk), not later than June 6, 2025, 17.00 time.

# Evaluation criteria

The main criteria for evaluation are the training content and the format of the training. If the training content does not meet the requirements, the proposal is not considered suitable. The second criteria is the format of the training, with institutions preferring an offline format for better practical and theoretical efficiency. The third criterion is the cost of the training.

# Appendix 1: The list of required training courses

| **#** | **Training** | **Training Code** | **Number of trainees** | **Total EUR,** without VAT | **Training Duration,** hours/days | **Training Format,** online/offline |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Python (OPYT) | OT-OPYT | 3 |  |  |  |
| 2 | System Administration Basic (Linux) | LA-I | 1 |  |  |  |
| 3 | IT-Enterprise software technologies | - | 2 |  |  |  |
| 4 | Elasticsearch Engineering | ELEN | 5 |  |  |  |
| 5 | AI for business | AI-900T00 | 5 |  |  |  |
| 6 | Implementation and management of IT services according to the standard ISO/IEC 20000 | ISO/IEC 20000 | 3 |  |  |  |
| 7 | Developing and managing a public key infrastructure in a Windows environment | MS-2821 | 1 |  |  |  |
| 8 | System Centre Configuration | SYSTEMCENTER1 | 1 |  |  |  |
| 9 | Red Hat OpenShift Administration II: Operating a Production Kubernetes Cluster | DO280 | 3 |  |  |  |
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| 11 | Red Hat OpenShift Administration III: Scaling Kubernetes Deployments in the Enterprise | DO380 | 3 |  |  |  |
| 12 | Querying Data with Microsoft Transact-SQL | - | 3 |  |  |  |
| 13 | ITIL Foundation v4 | ITILFV4 | 3 |  |  |  |
| 14 | ITIL 4 Specialist Create, Deliver & Support (CDS) | ITIL4CDS | 3 |  |  |  |
| 15 | Supporting and Troubleshooting Windows 11 | 55342 | 2 |  |  |  |
| 16 | FortiGate Administrator | FG-A | 4 |  |  |  |
| 17 | Administering Windows Server 2019 | WS-011T00-A | 2 |  |  |  |
|  |  | **Total:** | 47 |  | **-** | **-** |