

Appendix 2 – Terms of Reference (ToR)

Regarding

**Service Provider for Conducting a Series of Trainings on Operative Work and Informant Recruitment for Detectives of the National Anti-Corruption Bureau of Ukraine (NABU).**

## Background and context

The EU Anti-Corruption Initiative in Ukraine (EUACI) is the European Union’s technical support programme 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 programme runs till April 2027.

One of the key partners of the EUACI is the National Anti-Corruption Bureau of Ukraine (NABU). In accordance with the NABU Law, the Bureau is mandated to detect corruption and other criminal offences falling within its investigative jurisdiction. NABU is further obligated to carry out operative and investigative measures aimed at preventing, detecting, suppressing, and investigating such offences, as well as to perform information and analytical tasks that identify and mitigate the root causes and conditions contributing to the commission of corruption-related crimes.

In this context, the EUACI seeks to strengthen the operational capabilities of NABU by enhancing the skills of its detectives in the area of intelligence gathering and informant recruitment. This is particularly relevant given the unique security challenges and the complexity of investigating high-level corruption in Ukraine. In this regard, the EUACI intends to provide technical assistance to NABU by supporting the delivery of a comprehensive training programme on operative work and informant recruitment for a minimum of 50 newly recruited or previously untrained detectives.

## Purpose

## The overall purpose of this assignment is to assist NABU in building the capacity of its detectives in the areas of intelligence operations and informant recruitment, using practical, real-world scenarios and applying evidence-based international practices to support the fulfilment of NABU’s mandate with greater effectiveness and an improved track record. The training programme aims to enhance NABU’s ability to effectively handle covert operations, recruit and manage informants, and conduct intelligence-led investigations in line with Ukrainian law and operational realities.

## Objective

## The objective of the assignment is to deliver a full-cycle training programme that develops the knowledge, practical skills, and behavioural readiness of a minimum 50 NABU detectives in the areas of intelligence fundamentals and informant recruitment, with due consideration for the Ukrainian legal framework, ethical standards, international law and human rights and operational context.

The training must cover, at a minimum, the following substantive topics:

1. **Operative and Intelligence Work**
2. **Psychological Aspects of Operative Work and Recruitment**

## The Service Provider shall exercise professional discretion in determining the specific sub-topics to be addressed under each thematic area and in allocating the appropriate duration to each component. However, the programme must ensure both comprehensive and in-depth coverage of the subject matter, integrating theoretical instruction with practical exercises, simulations, and case-based learning to ensure effective knowledge transfer and operational applicability.

## Scope of work

The Service Provider is expected to provide the following services:

* Prepare a detailed training programme in consultation with NABU and EUACI, based on the initially proposed structure and refined through feedback from NABU and subject to EUACI’s approval. The programme must be grounded in modern intelligence-led policing methodologies, be responsive to Ukraine’s legal and institutional context, and tailored to the operational realities of corruption-related investigations in Ukraine. The programme shall include clearly defined objectives, topics, and learning outcomes.
* Conduct a practical training programme in Ukraine in the Ukrainian language or with simultaneous interpretation, including classroom-based simulations and field exercises replicating real-life investigative and informant recruitment scenarios. These exercises shall target a minimum of 50 NABU detectives. To ensure optimal engagement and learning outcomes, participants may be divided into smaller groups, as deemed appropriate by the Service Provider, based on the training design, methodology, and operational considerations.
* Procure and manage all necessary logistics related to the training delivery, including: venue rental and associated facilities; catering for participants and trainers; instructional and training materials; trainers’ fees and compensation; interpretation services, if international trainers or experts do not speak Ukrainian; accommodation for participants and trainers (if needed); travel arrangements for participants and trainers from Kyiv to training location (if location place is outside Kyiv but in Ukraine));.
* Ensure the engagement of qualified experts, including: at least one senior operative or law enforcement expert with demonstrable, hands-on experience in informant recruitment, preferably with international experience; at least one psychologist or behavioural expert with proven expertise in covert operations and source handling.
* Prepare and distribute all relevant training materials (e.g., manuals, handouts, case studies, and evaluation tools). All materials must be adapted to the Ukrainian legal and operational context and made available in Ukrainian language. These materials shall also be submitted as part of the final report.
* Develop pre- and post-training assessment tools to evaluate knowledge acquisition, practical competencies, and behavioural readiness for operational tasks. The assessment results, along with participant feedback and performance analysis, shall be documented in the final report.
* Submit a final report including a summary of training activities, an evaluation of results, feedback collected, and all developed materials.

## Deliverables (output)

The Service Provider shall be responsible for the following deliverables:

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
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|  | Preliminary interviews or written questionnaires shall be conducted with NABU leadership and EUACI to refine and validate the training content. | At least three weeks before the first training |  |
|  | Updated detailed training programme drafted in Ukranian | At least two weeks before the first training | To be submitted to the EUACI and NABU by email. Subject to the EUACI approval. |
|  | End-to-end organisation and management of all logistical components necessary for the effective implementation of the training programme shall be ensured and fully procured by the Service Provider within the scope of the approved contract budget. |  | All participants are from Kyiv, Ukraine. |
|  | Delivery of the training for minimum of 50 NABU detectives in Ukrainian, or with simultaneous interpretation provided by the Service Provider. | September-December 2025  The timeline outlined is preliminary and subject to further negotiation with the selected Service Provider, NABU and the EUACI. | Venue, technical support, catering, logistic, experts fee est. to be provided by the Service Provider. |
|  | Training feedback from participants collected and analysed to measure satisfaction and areas of improvement | Upon completion of the training | See below the detailed information |
|  | Final report, including:   1. a registration list verifying participation of detectives 2. Participants' performance and progress 3. feedback analysis 4. recommendations for future training initiatives 5. all developed training materials [[1]](#footnote-2) | Upon completion of the training | Subject to EUACI approval. Ukrainian version with an English translation required. |

**Location of services: All trainings shall be delivered in person and conducted on the territory of Ukraine.**

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.

Certificates of completion are issued to all participants who successfully complete the training

## Methodology

It is envisaged that the assignment will be implemented by a team of experts who are familiar with the Ukrainian context and have proven experience with similar training assignments. The Service Provider shall propose a coherent and feasible methodological approach that ensures the assignment is implemented efficiently and in a results-oriented manner. The methodology should reflect an understanding of the objectives of the training and the operational environment in which NABU operates.

As part of the proposal, the Service Provider is expected to:

* Outline the division of roles and responsibilities among the proposed experts.
* Provide a preliminary training programme, including suggested topics, learning objectives, and a brief description of the training content.
* Explain how the team intends to ensure the relevance, practicality, and confidentiality of the training content, given the sensitive nature of intelligence and informant recruitment.

It is a minimum requirement that the Service Provider clearly presents a methodological approach tailored to the specific needs of NABU and demonstrates how the team’s experience supports the proposed methodology.

It is a wish (but not a minimum requirement) that the methodology includes:

* Innovative or interactive adult learning techniques appropriate for law enforcement professionals.
* Examples of similar methodologies successfully used in comparable international assignments.
* Mechanisms for adapting the training content based on feedback during implementation.

## Qualifications and Competence of Staff

The Service Provider’s team is expected to comprise at least the following profiles:

* **Project Manager / Team Leader**
* **Senior operative or law enforcement expert**
* **Psychologist or behavioural expert**

The Service Provider may propose the number of Experts they consider adequate to fulfil the scope of the assignment. One expert may combine several roles. However, the Service Provider must describe the composition of the team and distribution of tasks among Experts. The composition of the expert team may only be modified as a matter of exception, subject to agreement of NABU and EUACI; the Service Provider should provide a qualified replacement in a short time.

**Qualifications and Competence of Key Staff**

1. **Project Manager/****Team Leader**

General Qualifications

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| General Qualifications: |
| *It is a minimum requirement that the Project Manager /Team Leader must have:*   * Official registration as an individual entrepreneur or legal entity. * Hold a Master’s degree in Law, Public Administration, Political Science, Security Studies, Criminology or another relevant to field. Any other fields will be accepted, provided the suitability for the training. * Has at least 5-10 years of professional experience in in managing multi-expert teams for technical assistance or law enforcement-related projects. |
| Adequacy for the Assignment: |
| * Previously led assignments involving institutional capacity-building of law enforcement or anti-corruption agencies similar to one requested in this assighnement. * Demonstrated experience in project planning, coordinating training logistics, reporting, and quality assurance. * Has familiarity with the anti-corruption sector and/or high-level criminal investigations. |
| Experience in the Region and Language: |
| * Prior experience working or conducting training in Ukraine or the Eastern Partnership region, with a strong understanding of the local cultural and institutional context. * Fluency in Ukrainian, both spoken and written, to ensure effective delivery of training and interaction with participants. * Good knowledge of English (B2). |

1. **Senior operative or law enforcement expert**

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| General Qualifications: |
| *It is a minimum requirement that the Project Manager /Team Leader must have:*   * Has at least 5-10 years of professional experience in in managing multi-expert teams for technical assistance or law enforcement-related projects. * Master’s degree university degree in law, security studies, criminology, or a related field. * PhD or postgraduate certification in intelligence or criminal investigation (would be an asset). |
| Adequacy for the Assignment: |
| * Demonstrable, hands-on experience in opeative work and informant recruitment. * 5-10 years of professional experience in law enforcement, intelligence, or anti-corruption investigations. * Previous experience in designing and delivering covert operations training. * Impeccable knowledge of Ukrainian legislation, particularly the legal and procedural framework governing intelligence operations, covert investigative techniques, and the management and protection of confidential informants (sources). * Professional experience in multi-agency environments involving international cooperation (would be an asset). |
| Experience in the Region and Language: |
| * Prior experience working or conducting training in Ukraine or the Eastern Partnership region, with a strong understanding of the local cultural and institutional context. * Fluency in Ukrainian, both spoken and written, to ensure effective delivery of training and interaction with participants. This requirement may be substituted with simultaneous interpretation. |

1. **Psychologist/behavioural expert**

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| General Qualifications: |
| *It is a minimum requirement that the Project Manager /Team Leader must have:*   * A Master’s degree in psychology, behavioural sciences, or a related discipline from a recognised university. * Postgraduate certification, diploma, or advanced training in criminal psychology, forensic psychology, operational psychology, or a related specialised field (would be an asset) |
| Adequacy for the Assignment: |
| * Proven expertise in covert operations and source handling from a behavioural or psychological perspective. * Experience in training law enforcement or intelligence personnel in behavioural analysis. * Previous training or certification in informant management, behavioural profiling, or applied forensic psychology |
| Experience in the Region and Language: |
| * Prior experience working or conducting training in Ukraine or the Eastern Partnership region, with a strong understanding of the local cultural and institutional context. * Experience delivering behavioural or psychological training in international or transitional environments, such as post-conflict zones, developing law enforcement systems, or multi-agency operations in Europe. (would be an asset) * Fluency in Ukrainian, both spoken and written, to ensure effective delivery of training and interaction with participants. This requirement may be substituted with simultaneous interpretation. |

**Engagement of international experts is permitted**, provided that: they possess relevant operational expertise; the Service Provider ensures simultaneous interpretation throughout all training activities, if required; all international trainers are adequately briefed on, and demonstrate a clear understanding of, relevant Ukrainian legislation, relevant Ukrainian context and operational procedures applicable to intelligence operations and source management. Under this exception, international experts will not be required to meet the Ukrainian language requirement.

## Estimated budget and level of effort

The total contract value shall not exceed **EUR 120,000** approximately equivalent to DKK 894,000. This amount is inclusive of all costs associated with the assignment, including: trainer’s fees; logistical arrangements (travel, accommodation, venue, catering, interpretation, training materials, etc.); and administrative and coordination expenses.

The Service Provider shall manage within the fixed ceiling amount; any tender exceeding this amount shall be deemed non-compliant.

The EUACI will conclude only one contract to the selected Service Provider, who will be responsible for administering all related subcontractual arrangements.

The Service Provider may request an advance payment of up to 30%, with the remaining amount of 70% upon completion of the services. The final payment terms will be agreed upon with the Service Provider and reflected in the contract. The Service Provider shall issue an invoice denominated in DKK, calculated according to the official exchange rate applicable on the business day of invoice issuance. Payment may be made in either DKK or EUR, at the discretion of the Service Provider.

## 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 EUACI will provide overall supervision and coordination. The Service Provider shall appoint a Team Leader/ Project manager responsible for day-to-day project management and liaison with the EUACI and NABU. All deliverables shall be submitted to the EUACI project manager in the field of anti-coruption Oleksandra Miroshnyk [olemir@um.dk](mailto:olemir@um.dk)

The EUACI will review and approve all outputs and provide timely feedback. Regular coordination meetings will be scheduled throughout the assignment.

## How to apply

The deadline for submitting the proposals is 16 July 2025, 12.00 Kyiv time.

All interested companies or group of experts should submit:

1. **CVs of all proposed experts**
2. **Short note explaining prevous experience of the team or team members in conducting similar training**.
3. **A draft concept of the training**, including proposed sub-topics, objective, activities involved, duration, location (at least the city), format, and timeline. The Service Provider may determine whether to conduct the training in consecutive days or to divide it into separate modules/sessions/groups.
4. **A financial offer. The budget offer shall be provided in EUR including all expenses for training services as well as approximate budget for logistic support.**The Service Provider is invited to tentatively propose a preferred location for the delivery of the training sessions.

The proposal shall include the aforementioned information and should be submitted within the above deadline to [olemir@um.dk](mailto:olemir@um.dk) сс to [EUACI@um.dk](mailto:EUACI@um.dk) indicating the subject line: “**Service Provider for Conducting a Series of Trainings on Operative Work and Informant Recruitment for NABU Detectives**’’.

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 bid request should be addressed to [olemir@um.dk](mailto:olemir@um.dk), not later than 16 July 2025 12.00 Kyiv time.

**Evaluation criteria**

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

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| **#** | **Criteria** | **Weight** |
| 1 | Core team members - relevant experience, skills and competencies | 40% |
| 2 | Draft concept of the training, including tentative plan | 30% |
| 3 | Financial Offer | 30% |

1. Training materials developed and provided to the training audience, including but not limited to, presentations, guides, handouts, and reference documents. [↑](#footnote-ref-2)