

**TERMS OF REFERENCE**

**For HR Consulting Services for 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.

# One of the EUACI’s beneficiaries is the National Anti-Corruption Bureau of Ukraine (NABU). Like many state institutions, NABU faces increased pressure on its human resource management due to the ongoing war and a competitive labour market. These conditions make it more difficult to attract and retain highly qualified staff. Strengthening HR management presents an important opportunity to enhance NABU’s institutional resilience and ensure it can effectively deliver on its anti-corruption mandate.

# Throughout 2025, the EUACI has [been supporting NABU](https://euaci.eu/en/announcements/hr-consultant-for-nabu/) in building a modern, professional, and resilient HR management system, guided by the findings of the Gender Audit (2024), the Technical Report (2023), and the Audit Report (2025). Key achievements include the adoption of core strategic documents such as the Institutional Development Strategy 2025–2030, the HR Strategy, and the Personnel Management Strategy, accompanied by a practical Implementation plan. Methodological tools were developed to improve recruitment and competency-based assessments, while outreach channels were expanded through cooperation with employment centres and online platforms. NABU also strengthened cooperation with social protection and veteran initiatives, integrated equality principles into internal policies. In addition, new onboarding processes, recognition and rewards systems, and technical requirements for HR management modules in NABU’s ERP system were initiated to enhance institutional resilience and staff motivation. NABU is now entering a critical transition phase from strategy design to practical implementation of new HR policies. With more than forty initiatives underway to strengthen its HR framework and practices, the Bureau requires external, highly qualified HR expert to ensure their effective and timely execution.

# Objective

The activity seeks to ensure introduction of sustainable systems for onboarding, evaluation, and professional growth of staff to NABU’s ability to attract, retain, and develop highly qualified professionals with integrity and resilience.

# Scope of work

# The scope of work of includes, but is not limited to, the following:

# Assisting NABU in the implementation of the Human Resources Strategy that is a part of NABU’s Institutional Development Strategy 2025–2030, with a focus on strengthening human capital and ensuring equal rights and opportunities.

# Developing and implementing a comprehensive onboarding and adaptation system for all NABU staff categories, including role-specific adaptation plans, guidelines, and standardised training and evaluation materials.

# Finalizing and supporting the implementation of a multi-component personnel evaluation framework incorporating 360° feedback adapted to NABU’s work, KPI models tailored to detective and analytical functions, competency frameworks for different staff categories, and integrated professional development planning tools.

# Providing methodological support to managers on conducting evaluations and regular 1:1 meetings.

# Designing career growth and professional development programs adapted to NABU’s operational conditions.

# Adapting HR methodologies into automated solutions integrated with NABU’s ERP/CRM systems.

# Establishing an HR analytics framework with key indicators, data collection methodology, and reporting templates.

# Implementing a system of internal communications in NABU to improve transparency, accessibility, and staff engagement.

# Supporting the implementation of the NABU Audit Report 2025 and NABU Gender Audit recommendations with a focus on equal opportunities, access to development, and inclusive workplace culture.

# Providing continuous expert advice to ensure correct application of methodologies, safeguard the integrity of unique solutions tailored for NABU, and adjust processes in line with operational challenges and organizational growth.

# The scope of work can be adjusted based on discussions between the Service Provider and NABU leadership if other activities become more relevant to achieving the objective.

**Deliverables**

| **#** | **Deliverable/Output** | **Timeline** | **Note** |
| --- | --- | --- | --- |
| 1 | Updated version of the existing Implementation Plan to the Personnel management Strategy with clarified sequencing, milestones, and risk mitigation measures) | 1 Month  |   |
| 2 | Adaptation and onboarding package (standardized procedures, role-specific adaptation plans, training materials for curators, evaluation forms) | 1 Month  | Includes pilot testing and methodological guidance |
| 3 | Personnel Evaluation and Development System package, including:• Adapted KPI models• Competency frameworks• Methodology and tools for 360° feedback• Draft professional development plans for main staff categories (detectives, analysts, support staff) | 3-4 Months  | System tested through pilot implementation |
| 4 | Training sessions agenda and registration list for HR staff and line managers (optional on NABU’s request) | 1-12 Months  |  |
| 5 | System of internal communications improvement package, including survey tools, analysis report, and communication plan | 3-4 Months  |  |
| 6 | HR analytics framework, including:• Set of key indicators (turnover, engagement, performance)• Data collection methodology• Templates for monthly/quarterly reporting of the staff | 3-4 Months  |  |
| 7 | Guidelines and standardized HR policies (unified HR regulation consolidating all processes into one document, practical manual for staff) | 5 Months  |  |
| 8 | Mid-term progress report on implementation of HR processes, including challenges, adjustments, and recommendations | 6-7 Months  | Subject to the EUACI's approvalUkrainian with translation into English |
| 9 | **Final comprehensive report,** including:• Analysis of implementation outcomes• Evaluation of effectiveness of HR systems introduced• Lessons learned and recommendations for next strategic cycle• Annexes: training programs, technical documents, methodologies developed | 12 Months  | Subject to the EUACI's approval(written in Ukrainian with English translation)  |

**Qualifications**

The assignment might be implemented by a Service provider (as a private entrepreneur or a legal entity) who has the following qualifications:

* have at least 5 years’ experience in human resources management and capacity development, preferably with experience of working with state institutions.
* demonstrate familiarity and understanding of operational context of NABU or similar state authorities.
* experience with implementation of diversity and inclusion initiatives.
* have excellent analytical and communication skills.
* fluency in Ukrainian and good English skills.

**Budget, timeframe, and location**

Budget Ceiling: The maximum allowable budget for the entirety of the activity is up to **EUR 20,000**.

**Duration:** The contract shall enter into force upon signature and shall remain valid for a maximum period of twelve (12) months. It is expected that the Service Provider will work between 15 and 22 days per month.

The EUACI will award only one contract to fulfil this objective.

**Location:** It is expected that the Service Provider will spend at least half of the time working from NABU premises (Kyiv, Ukraine).

**Payment Terms**: Remuneration shall be made on a **monthly basis,** contingent upon the Service Provider’s submission of a written activity report detailing the number of consultations/activities/documents delivered during the relevant period, subject to the EUACI’s review. All the payments under the contract will be made on a monthly basis in UAH according to the official NBU exchange rate published on the business day of the invoice issuance by the contractor. Payments will be made based on invoices and timesheets approved by NABU and EUACI representatives.

**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.

**How to apply**

The deadline for submitting the proposal is **29 September,** 12:00 Kyiv time.

All interested candidates should submit:

* CV;
* Portfolio of relevant projects/activities;
* Financial offer in EUR that should include per day rate, overall sum of the contract.

If these documents are not submitted in line with the request above, the bid will not be considered.

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: **HR Consulting Services 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**

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| --- | --- | --- |
|  | **Criterion** | **Weight** |
| 1 | Relevant experience, skills, and competencies | 40% |
| 2 | Portfolio of similar projects | 40% |
| 3 | Financial Offer | 20% |