

TERMS OF REFERENCE

Service Provider to Conduct Public Communication Course for the Specialised Anti-Corruption Prosecutor's Office (SAPO)

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 key partners of the EUACI is the Specialised Anti-Corruption Prosecutor's Office (SAPO). According to provisions of Ukrainian legislation, SAPO is responsible for exercising oversight of compliance with the law during operative and investigative activities and pre-trial investigations carried out by the NABU; supporting public prosecution in relevant proceedings; and the representation of the interests of a citizen or the state in cases provided for by law and related to corruption or corruption-related offences.

In the context of heightened public scrutiny, significant media attention, and increased societal expectations of transparency and accountability, SAPO prosecutors and civil servants are increasingly required to engage in public communication. Such engagement occurs in various formats, including official briefings and institutional statements, media interviews, participation in professional and expert forums, and public-facing elements of high-profile court proceedings.

In order to strengthen SAPO's institutional communication capacity, **EUACI intends to procure the services of a qualified Service Provider to deliver a Public Communication Course to five (5) SAPO staff members identified as potential future spokespersons or institutional representatives. This specialised course should be focused on professional engagement with journalists and public-facing communication.**

EUACI has, in parallel, launched a separate tender for a **Public Speaking Course for 10**

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SAPO Prosecutors ([LINK](#)) focused on professional speaking performance in court hearings and professional forums. Service Providers are encouraged to apply for both tenders, provided that they possess the required expertise and that separate programmes and financial proposals are submitted.

At a minimum, the Public Speaking Course shall cover the following areas:

- Voice control, clarity of speech, and structured delivery of key messages;
- Body language and non-verbal communication;
- Preparation and delivery of institutional key messages;
- Conducting on-camera interviews;
- Responding to difficult, critical or provocative journalistic questions;
- Techniques for maintaining professionalism under pressure.

A practical component is mandatory, essential and should absolutely prevail in the methodology plan for this activity. The format and methodology of the practical exercises shall be proposed at the discretion of the Service Provider, but it is expected that the Service Provider incorporates the recording of multiple simulated on-camera interviews with participants during the training, followed by structured, individualised feedback and professional analysis delivered by qualified trainers.

Objective

Overall: To enhance the effectiveness and performance of anti-corruption institutions in the implementation of their mandate. Sub-objective: To strengthen SAPO prosecutors' institutional communication, media engagement and public speaking skills in order to improve professional representation, public trust and procedural performance.

Scope of work

The Service Provider shall perform the following tasks:

1. Programme Development

- Develop a training programme in consultation with EUACI and SAPO (if needed). The programme should be tailored to the specific institutional context in which SAPO operates.

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- Finalise and submit the up-to-date programme to EUACI for review and approval.

2. Course Delivery

- Deliver a specialised Public Communication Course for up to five participants, either in Kyiv (in person) or online.
- Ensure a strong practical component and structured feedback to participants.
- Integrate risk-awareness elements, particularly in relation to communication in high-profile and politically sensitive cases.

3. Reporting

- Prepare and submit a comprehensive final report in Ukrainian (with an English translation), including attendance verification, training materials, and recommendations.

Deliverables

The Service Provider will be responsible for delivering the following outputs:

#	Deliverable/Output	Timeline	Note
1	Finalised course programme (in Ukrainian)	At least one week prior to the start of the course	To be submitted to EUACI by email. Subject to EUACI approval.
2	Public Communication Course delivered to up to 5 participants, including practical exercises.	April–May 2026 (exact dates to be agreed with SAPO and EUACI)	Online or Offline
3	Feedback from participants collected.	Upon completion of each training.	
4	Final report, including: (i) signed registration list; (ii) observations and recommendations; (iii) all developed training materials	Upon completion of the course	Subject to EUACI approval. Ukrainian version with English translation required.

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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.

Qualifications

Eligibility

- The Service Provider may be a legal entity or a private entrepreneur (or a team thereof). In the case of a team, the contract shall be concluded with one lead contractor.
- Fluency in Ukrainian (written and spoken) is mandatory.

Professional experience

- A minimum of five (5) years of demonstrable professional experience in at least two of the following areas: public speaking, institutional communication, media engagement, and spokesperson training programmes.
- A proven track record of delivering training programmes for Ukrainian public authorities, public sector institutions, and/or international organisations (considered an asset).
- Availability to deliver training either online or in Kyiv;
- Capacity to complete the assignment within the specified timeframe.

Budget: The maximum budget allocated for this assignment **shall not exceed EUR 3,000**. The Service Provider is encouraged to include venue costs in the financial proposal. For this purpose, the total budget may be increased by **up to EUR 500** to cover venue rental or/and coffee breaks. If the Service Provider does not have access to a suitable venue/coffee break, EUACI may arrange the venue upon request, subject to a separate discussion.

Payment for the services shall be made upon submission and approval of the final report of services provided. The amount shall be paid in UAH equivalent to the agreed EUR amount,

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calculated in accordance with the official exchange rate of the National Bank of Ukraine (NBU) applicable on the date of payment. The Service Provider may request an advance payment of up to 30% of the total contract value. The remaining 70% shall be paid upon satisfactory completion of the deliverables and their formal acceptance by the EUACI.

Timeframe: Three calendar months, commencing March 2025. The exact dates of delivery of the training are subject to further negotiations with SAPO. The Service Provider could start work immediately upon signing the contract.

Location: Kyiv or online. EUACI will not cover transportation costs of the Service Provider.

Reporting and management

The Service Provider's performance will be assessed based on whether the contract purpose is achieved and the required deliverables are produced, as set out in the "Objective" and "Deliverables" sections. Performance will also be assessed based on the proper completion of all activities listed in the "Scope of work" section.

By signing the contract, the Service Provider undertakes to keep confidential all information and documents obtained, created, or identified during the implementation of the contract. Such information may be used only for contract purposes and may not be disclosed to any third party. The Service Provider also undertakes not to keep any copies of written materials or prototypes after completion of the contract.

How to apply

The deadline for submitting the proposal is **2 April 2026 12:00 Kyiv time.**

Interested applicants shall submit:

- 1. CV(s) of the proposed expert(s);**
- 2. A financial proposal, including daily fee, number of working days/hours, and any additional costs if (e.g. training materials, venue);**
- 3. A preliminary training course programme outlining briefly topics, methodology, format (online/offline), and number of hours.**

The proposal shall include the aforementioned information and should be submitted within the above deadline to EUACI@um.dk and olemir@um.dk, indicating the subject line "Public Communication Course for SAPO".

You should 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.**

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Should the submitted documentation fail to meet the requirements set forth above, the bid shall not be considered.

Any clarification questions regarding the terms of reference should be addressed to EUACI@um.dk, **no later than 31 March 2026 12:00 Kyiv time.**

Please note that the name of the tender winner will be published on the website of the EUACI.

Evaluation criteria

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	Criterion 1: Qualifications	70%
2	Criterion 2: Financial offer	30%

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