



Training Feedback Consultant for Danish Program Unit (EUACI and EU4Reconstruction)

Terms of Reference

The Danish Program Unit in Kyiv (DPU) is hiring an external consultant to assist in the process of evaluating training funded by the DPU, including gathering and processing data and analytical work.

1. Background and context

The Danish Program Unit (DPU) was established in 2025 and consists of the following two interventions:

The EUACI (the EU Anti-Corruption Initiative)

The EUACI has existed since 2017 and is a joint EU and Government of Denmark financed programme aimed at supporting Ukraine in its efforts to reduce corruption at the national and local level through the empowerment of citizens, civil society and state institutions.

The EUACI has four intervention areas, namely:

- Support to independent state institutions fighting and preventing corruption;
- Transparency and accountability of the reconstruction process;
- Support cities in war-affected areas in enhancing integrity in the reconstruction process;
- Civil society and media in preventing and fighting corruption.

Recently, an additional intervention area was established about enhancing integrity in the defence sector based on a separate financing agreement.

The EU4Reconstruction – workstream 2

The EU4Reconstruction is a new Team Europe program including the EU-Delegation and EU Member States divided in two workstreams – workstream 1 that is implemented by Germany/GIZ in cooperation with France and is responsible for capacity building of the Ministry of Development, local authorities (smaller cities) and

support to NGO's – and workstream 2 implemented by Denmark in cooperation with Lithuania/CPVA (Central Project Management Agency) that is responsible for:

- Capacity building support to the Agency of Restoration;
- Capacity building support to local authorities, bigger cities.

2. General overview

DPU is a large capacity building cluster with training component comprising one of the largest program directions with approximately 15 trainings per month, on average 20 participants per training. In June 2025, the EUACI program established training evaluation mechanism for training participants - immediately after the training - based on google platform, both for learning/improving and for donors/program review.

The program is looking to hire an external consultant in order to professionalise the evaluation work and to take over administering, collection and analysis of participant's training feedback on a continuous basis. In addition to immediate feedback from participants, each quarter the consultant will conduct 3-6 months post training assessments with a limited sample of training participants to evaluate how they apply skills obtained at the training in the longer-term perspective and look for evidence/early signs of possible institutional changes. Post training assessment will be conducted for up to 5 trainings per quarter (up to 20 per year) selected by the DPU following consultant's advice. The consultant will carry out post training assessment utilizing one of the following or both: on-line survey methodology or short personal interviews with up to 3-5 participants. Therefore, the assignment will be threefold: 1. collecting immediate [participants'](#) (8 questions with open-ended possibilities, 3 demographic questions) and [trainers](#) (22 questions) feedback based on existing on-line survey for approximately 15 trainings per month - time frame Q2 2026 - Q1 2027; 2. Consultant will develop 3-6 months post training assessment on limited sample for up to 20 trainings per year - time frame Q3 2025 - Q4 2026; 3. Based on data from points 1 and 2, prepare analysis and advice on what to improve, evaluation of evidence of possible behavioural and institutional changes. Furthermore, the assignment will also include follow-up work as to the data already collected by the EUACI, including cleaning of data and analytical work.

The Consultant will work closely with the M&E officer, the EUACI responsible team members and training providers with the purpose of objective assessment of strengths and weaknesses and providing honest recommendations on how to improve trainings.

3 Contracting authority

The contracting authority is the Danish Program Unit (EUACI and EU4Reconstruction), hereinafter referred to as the "Customer", on behalf of the Foreign Ministry of Denmark.

4 Beneficiary

EUACI partners and donors.

5 Objective

To provide the DPU with an external Training Feedback Consultant to make training feedback systematic, reliable, and useful for improving learning and performance and to provide DPU donors with objective evaluation of the training conducted.

6 Scope of work and expected deliverables

Scope of work

- Engage with the training providers and prepare and send links to the existing standard google feedback survey forms to the providers who is then responsible for disseminating them among training participants and trainers in the end of the training.
- Keeping track of response rate and communicating with training providers regarding ensuring feedback by participants at the level of 80% or higher.
- Communicating with training providers regarding ensuring feedback by trainers and downloading lists of participants, program and training materials to the relevant google drive established by the DPU.
- Download feedback materials to Sharefile after each training
- Maintaining and updating file and folder structure for training data on google drive
- Editing google forms by adding additional questions (if needed and after consultation with the EUACI), relevant title, date and location of the training, if need be - add new categories to the drop-down menus, ensuring correct Excel field formats, etc.
- Merge participant's and trainers' feedback data tables in Excel into one data base preferably in SPSS readable format) once each quarter
- Perform data cleaning, check and correct errors
- Perform coding of open-ended questions
- Develop methodology and survey instruments for post-training assessment
- Conduct 3-6 months post training assessment using on-line survey and telephone interviews on a limited sample (up to 20 trainings for 2026; up to 10 trainings for 2025)

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- Assess and clean data already collected in 2025 and first months of 2026, before the beginning of this assignment, and to include those data in the Excel tables and use them in the analytical work.
 - Produce one analytical report in English (up to 20 pages long) based on immediate training feedback and 3-6 months post training assessment of trainings at the end of every three months.
 - Present at the quarterly learning sessions with DPU staff the main results and recommendations, be available for ad-hoc meetings if needed
 - Produce final analytical report in the end of the contract highlighting success stories and lessons learned

7 Expected deliverables:

- Provide two google links to the standard google feedback survey forms (for participants and trainers respectively) for each training, on average 30 links per month
- Collect data from training providers.
- Files and folders for each training properly stored on Google drive and copied to Sharefile after completing the data and document collection
- A methodology for post training assessments to be approved by the EUACI and collection of post training data
- Two consolidated databases of all feedback data: one based on on-line survey immediately after training and one based on 3-6 months post training (preferably in SPSS readable format)
- For each variable (question of the questionnaire) the frequency and percentage of responses in MS Excel format
- Four quarterly analytical reports: based on on-line survey immediately after training and 3-6 months post training data in English language (each up to 20 pages long)
- Present results of quarterly and semi-annual reports at learning sessions for DPU- total 5 sessions
- Final report in April 2027 with presentation to DPU

8 Timeline

The intended commencement date is the date of signature (suggested date 15 April 2026) of the contract with consultant and the period of implementation of the contract will conclude on 30 April 2027.

9 Professional Requirements

Training Feedback Consultant in order to be successful will bring/have:

- Bachelor's or master's degree in the social sciences, such as statistics, demographics, public policy, international development, economics, or related fields.
- Knowledge of the major evaluation methodologies (e.g., qualitative, quantitative, mixed method, and impact), data collection and analysis methodologies.
- Proven experience with statistical applications and data analysis.
- Ability to create and maintain data base in Excel, SPSS readable format
- Proven ability to produce good quality, concise and engaging analytical reports in English
- Strong experience designing and administering surveys using Google Forms.
- Proficiency in cloud storage systems (e.g., Google Drive, Sharefile), ability to manage digital workflows for survey distribution and data storage
- Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
- Experience in training coordination and management
- Fluency in Ukrainian and excellent written and spoken English.

10 Budget

Budget for the Training Feedback Consultant (entity or private FOP consultant) is up to maximum 20 000 EUR for up to 12 months.

Supporting documents mentioned in the part 3. Scope of work and expected deliverables above will be submitted with the Invoice for completed services each quarter.

11 Monitoring and evaluation

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 sections "Objective" and "Expected Deliverables" herein respectively. Moreover, the performance of the contractors will be judged upon successful implementation of all the specific activities indicated above.

12 Bidding details

Any clarification questions regarding the terms of reference should be addressed to annmas@um.dk, no later than 14 April 2026, 18:00 Kyiv time.

The bidder must submit the following information in English language:

1. The CV(s) no more than three pages long.
2. A portfolio that includes a list of assignments similar to this project executed by the Consultant in the last five years.
3. A budget for the services in EUR.

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

13 Evaluation criteria

Bids will be evaluated under the criteria provided below:

1. Experience, skills and competencies (80%).
2. Proposed budget (20%).

How to apply

The deadline for submitting the proposals is 17 April, 2026, 18:00 Kyiv time.

The proposals shall be submitted within the above deadline to EUACI@um.dk, indicating the subject line "Application for Training Feedback Consultant".

Bidding language: English