EUACI EUROPEAN UNION ANTI-CORRUPTION INITIATIVE

TERMS OF REFERENCE

Development of Municipal Ownership Policies for the Integrity Cities of Chernivtsi, Sheptytskyi and Mykolaiv

General background

The EU Anti-Corruption Initiative (EUACI) is the leading anti-corruption support programme in Ukraine, funded by the European Union, Federal Ministry for Economic Cooperation and Development, UK International Development, co-funded and implemented by the Ministry of Foreign Affairs of 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 August 2027.

Objective

The objective of the assignment is to develop draft Municipal Ownership Policies for the Integrity Cities of Chernivtsi, Sheptytskyi and Mykolaiv.

The assignment shall include analysis of the existing municipal ownership governance framework, systematisation of information on municipally owned enterprises and companies, and preparation of policy documents adapted to the specific context of each municipality.

The assignment shall support the municipalities in establishing clear and consistent approaches to exercising their ownership rights, setting objectives for municipally owned enterprises, and strengthening transparency, accountability and efficiency of municipal ownership management.

Scope of work

The Service Provider shall develop draft Municipal Ownership Policies for Chernivtsi, Sheptytskyi and Mykolaiv.

The assignment shall be based on the analysis of relevant legislation, local regulatory acts, available information on municipally owned enterprises, existing municipal ownership arrangements and consultations with representatives of the three municipalities.

The Service Provider shall:

1. Develop standardised forms and questionnaires for collecting information from the municipalities.

2. Collect and systematise available information on municipally owned enterprises and companies in which the territorial communities hold shares or participatory interests.

3. Review relevant local regulatory acts and existing approaches to municipal ownership management.

4. Identify key issues and gaps in the existing ownership governance arrangements.

5. Develop draft policy documents covering the following areas:

A) rationale and objectives for retaining enterprises and corporate rights in municipal ownership;

B) classification of municipally owned enterprises and companies;

C) categories of enterprises and companies subject to non-financial objectives and special obligations;

D) criteria for establishing supervisory boards or boards of directors and internal control systems;

E) approaches to improving the efficiency of enterprises and companies and preserving or increasing the value of their assets;

F) principles for exercising municipal ownership rights and organising governance of enterprises and companies;

G) principles for setting financial and non-financial objectives;

H) requirements for financial and other reporting, transparency and disclosure;

I) principles for determining remuneration of managers and members of governing bodies;

J) approaches to the management of municipal assets transferred to enterprises and companies.

6. Consolidate the developed documents into a draft Municipal Ownership Policy for each of the three municipalities.

7. Discuss the draft documents with the municipalities, incorporate agreed comments and finalise the Municipal Ownership Policies.

8. Present the final results of the assignment to the participating municipalities and the EUACI.

The Service Provider shall be responsible for selecting and applying an appropriate methodology for conducting the assignment.

The methodology shall, at a minimum, include:

- desk review of relevant legislation, local regulatory acts and other relevant documents;
- collection and systematisation of information on municipally owned enterprises and companies;
- analysis of existing municipal ownership governance arrangements;
- online meetings and at least 1 offline visit to each city for consultations with representatives of Chernivtsi, Sheptytskyi and Mykolaiv;
- preparation of draft Municipal Ownership Policy documents;
- validation of key findings and draft documents with municipal representatives;
- finalisation of the documents based on comments received from the municipalities and the EUACI.

The Service Provider may propose additional methodological approaches where considered necessary to achieve the objectives of the assignment.

Deliverables

Table 1: Summary of deliverables/outputs and the tentative timeline for delivery.

#	Deliverable/Output	Timeline	Note
1.	Detailed Work Plan and Methodology, including standardised forms for collection of information	1 month after signing a contract	Subject to the EUACI's review and approval.
2.	Systematised information and analysis of the existing municipal ownership framework in Chernivtsi, Sheptytskyi and Mykolaiv	2 months after signing a contract	Based on information provided by the municipalities, review of relevant documents and consultations with municipal representatives.
3.	First block of draft Municipal Ownership Policy documents covering areas A-C	4 months after signing a contract	Draft documents prepared for each municipality.
4.	Second block of draft Municipal Ownership Policy documents covering areas D-F	5 months after signing a contract	Draft documents prepared for each municipality.
5.	Third block of draft Municipal Ownership Policy documents covering areas G-J	6 months after signing a contract	Draft documents prepared for each municipality.
6.	Draft Municipal Ownership Policy and consolidated package of supporting documents for each municipality	7 months after signing a contract	Separate draft package for Chernivtsi, Sheptytskyi and Mykolaiv.
7.	Final Municipal Ownership Policies and presentation of the results	8 months after signing a contract	Finalised following consultations with the municipalities and subject to the EUACI's review and approval.

The policy documents shall be prepared in Ukrainian.

The Work Plan, key reporting materials and presentation materials shall be submitted in Ukrainian and English.

All deliverables are subject to the EUACI's review and approval.

Qualifications

The Service Provider shall meet the following minimum requirements:

Relevant expertise and experience:

- have at least three (3) years of proven professional experience in providing legal, analytical or advisory services related to local self-government, municipal ownership, municipally owned enterprises, corporate governance, public sector governance or other relevant fields;
- have demonstrated experience in conducting legal, institutional and governance analysis and preparing policy, regulatory, strategic or similar documents for public authorities or local self-government bodies;
- have demonstrated knowledge of the Ukrainian legal framework governing local self-government, municipal ownership and municipally owned enterprises;
- have proven experience in the field of corporate governance and/or management of public or municipally owned enterprises;
- have proven experience in working with local self-government bodies and conducting consultations with public sector stakeholders.

Organisational and technical capacity

The Service Provider shall be able to ensure the organisational, economic and technical capacity necessary to perform the requested services and shall have the relevant legal status and capacity to engage the experts required for implementation of the assignment.

Expert team

The Service Provider shall ensure the availability of qualified experts with relevant and complementary expertise in local self-government, municipal ownership, legal analysis and corporate governance.

Budget, timeframe, and location

The maximum available budget for this assignment is **EUR 28,000.00**, inclusive of all professional fees, travel, accommodation, subsistence, taxes, and any other costs necessary for the successful implementation of the assignment. Refund of travel and accommodation will be in line with EUACI's travel policy.

The Financial Proposal shall include all costs associated with the implementation of the assignment. No additional costs beyond the approved contract amount shall be reimbursed by the EUACI.

Note that the EUACI as an international technical assistance programme **is not a VAT payer** and will provide all the necessary documents required.

The supplier may request an advance payment of up to 30% of the total cost after signing the contract, and the rest 70% as a post-payment after fulfilment of the contract.

The expected duration of the assignment is **8 months**, with a tentative start in **November 2026**.

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

All interested candidates should submit:

- Financial offer in EUR, including all costs associated with implementation of the assignment (Annex-1);
- Methodology and proposed approach to implementation of the assignment;
- CVs of the key experts proposed for implementation of the assignment (Appendix_1);
- Portfolio of relevant projects and assignments demonstrating the Service Provider's relevant experience and competencies.

To apply, please send all the documents listed above to **euaci@um.dk**, cc **oleana@um.dk** indicating the subject line "Development of Municipal Ownership Policies for the Integrity Cities of Chernivtsi, Sheptytskyi and Mykolaiv _NAME".

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

The deadline for submitting the proposal is **29 October, 18:00 Kyiv time**.

Any clarification questions for the bid request should be addressed to **euaci@um.dk**, cc **oleana@um.dk** no later than **22 October 2026, 18:00 Kyiv time**.

To ensure your documents were successfully received, please check that you receive an auto-reply from our system.

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

Bidding language: English

Evaluation criteria

#	Criteria	Weight
1.	Financial offer	20%
2.	Proposed methodology and approach to the assignment	40%
3.	Qualifications and relevant experience of the proposed key experts and portfolio	40%