23 November 2026

TERMS OF REFERENCE

Expert support for corruption risk assessment and anti-corruption programme development in the State Inspectorate of Architecture and Urban Planning of Ukraine (DIAM)

General background

The EU Anti-Corruption Initiative in Ukraine (EUACI) is the leading technical support program in the area of anti-corruption in Ukraine, funded by the European Union, Federal Ministry for Economic Cooperation and Development of Germany, UK International Development, 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 empowering civil society and citizens to contribute to combatting corruption, as well as the proper process of Ukraine's post-war recovery. The program runs until August 2027.

The State Inspectorate of Architecture and Urban Planning of Ukraine (DIAM) is responsible for state architectural and construction control and supervision within its legal mandate. DIAM has requested the EUACI's support for an institutional corruption risk assessment and preparation of its next anti-corruption programme. The proposed approach is a DIAM self-assessment carried out by its working group with support from external experts.

The EUACI intends to engage a team of experts to participate in DIAM's corruption risk assessment working group and support the assessment and preparation of the draft anti-corruption programme. The work shall be consistent with the Methodology for Corruption Risk Management approved by Order of the National Agency on Corruption Prevention (NACP) No. 830/21 of 28 December 2021, as amended.

The services for this assignment will be procured through an open local tender for one service provider registered in Ukraine as a legal entity or individual entrepreneur (FOP), proposing a team of two key experts, with the possibility of proposing one additional expert where justified by the scope of work. The selected service provider (hereinafter "the Consultant") will be responsible for the team's work and deliverables under one contract.

Objective

The overall objective is to contribute to reducing corruption risks in the exercise of DIAM's functions in the construction sector.

The specific objective is to support DIAM's working group in completing an institutional corruption risk assessment and preparing a draft anti-corruption programme and risk register, with feasible mitigation measures, clear responsibilities, timelines and implementation indicators, in accordance with the NACP Methodology.

Scope of work

The expert team shall work as part of DIAM's corruption risk assessment working group to support the assessment and preparation of the draft anti-corruption programme. The assignment comprises the following tasks:

• Coordinate with DIAM and the EUACI to agree the assessment scope, workplan, programme period and allocation of responsibilities for the assessment and programme preparation.

• Participate in the work of DIAM's working group for corruption risk assessment and other relevant meetings, discussions upon DIAM's request and the EUACI approval.

• Review DIAM's most recent anti-corruption programme, risk register and monitoring findings to identify risks that remain relevant and examine available evidence of the effectiveness of existing measures.

• Support the working group in examining DIAM's relevant functions, procedures and existing controls, including permitting procedures, commissioning of facilities, and state architectural and construction control and supervision within its mandate; collecting and analysing institutional documents and operational information; and discussing risks with responsible structural units and external stakeholders. Interviews, focus groups and other research methods may be used as agreed in the workplan.

• Assist the working group in identifying corruption risks and their causes, assessing their likelihood and impact, and preparing the assessment findings and risk register in accordance with the NACP Methodology.

• Assist with the development of effective corruption risk mitigation measures. Each measure shall specify the change required, the responsible unit or official, the deadline, necessary resources and an implementation indicator.

• Support preparation of the draft anti-corruption programme and completed risk register, including arrangements for the implementation monitoring and assessment of programme effectiveness. Take account of relevant national policy documents and reflect relevant provisions adopted during the assignment, where applicable to DIAM's functions.

• Assist with the revision of the draft assessment findings, risk register and programme following the consideration of comments received on the documents, including from public consultation and an independent peer review arranged separately by the EUACI (the reviewer will not be part of the Consultant's team). Consolidate and prepare the feedback on consideration of received comments and proposals.

- Suggest recommendations to the EUACI as to possible follow-up activities after the end of this assignment.

Deliverables

1. Agreed workplan: timetable of activities, allocation of responsibilities and working days among the proposed experts, agreed with DIAM and the EUACI shortly after the commencement of the contract.

2. Draft corruption risk assessment and risk register, developed jointly within the working group.

3. Draft anti-corruption programme, including proposed measures to address the identified risks, and effective procedures for its implementation, including monitoring and effectiveness assessment, developed jointly with the working group and DIAM's anti-corruption unit.

4. Final draft anti-corruption programme and supporting materials, incorporating feedback from independent peer review and public consultation, together with a brief completion report, including recommendations as to further activities.

5. Participation in meetings of the working group, DIAM's anti-corruption unit and the EUACI; participation in focus groups, interviews or other meetings and discussions agreed as part of the corruption risk assessment process; participation in other relevant meetings and discussions upon DIAM's request and the EUACI's approval.

Qualifications

The proposed team shall include two key experts: a Team Leader / Corruption Risk Management Expert and Sectoral Expert. One additional expert may be proposed by the bidder, subject to clear explanation of the relevance of additional expertise, expert's tasks and the number of working days.

General qualifications and languages

• Each proposed expert shall have a university degree in law, public administration, management, economics, construction, urban planning or another field directly relevant to the assignment.

• Each proposed expert shall have experience working in Ukraine and fluency in Ukrainian. The team shall be able to analyse institutional procedures and discuss proposed measures with responsible units and stakeholders.

• The Team Leader or another team member shall have working knowledge of English sufficient to deal with the documentation and participate in meetings.

Team Leader / Corruption Risk Management Expert

• at least five years of professional experience in corruption prevention, institutional integrity or corruption risk management;

• strong knowledge of Ukrainian anti-corruption legislation, including requirements on corruption risk assessment in public institutions;

• proven track record of involvement in corruption risk assessments, analysis of corruption problems or development of anti-corruption measures in the public sector;

• previous experience in applying the Methodology for Corruption Risk Management approved by the NACP is considered an asset.

Sectoral Expert

• proven professional experience in construction and urban planning policy, regulation, administration, architectural and construction control and supervision, permitting procedures or analysis of institutional procedures in this sector;

• proven knowledge and understanding of DIAM's functions and the main corruption risks in the construction sector within DIAM's remit;

• previous experience in corruption risk assessments, analysis of corruption or development of anti-corruption measures in areas related to DIAM's operations is an asset.

The Team Leader will coordinate the team's analytical work and be the main contact person for DIAM and the EUACI.

Budget, timeframe and location

The maximum budget for the assignment is EUR 20,000.

The intended commencement date is the date of signature of the contract with the Consultant. The period of implementation of the contract will be approximately three to four months. The indicative sequence is preparation and review of existing materials during weeks 1–2, assessment during weeks 3–6, programme drafting during weeks 7–9, consultations and independent peer review during weeks 10–11, and finalisation during weeks 12–14. The detailed timetable shall be agreed with DIAM and the EUACI at inception.

The assignment will be contracted at a fixed total price covering all tasks and deliverables, including applicable taxes.

Payments will be made in two instalments: 30% of the total agreed contract price as an advance payment upon signing the contract, and the remaining 70% after successful completion of the assignment and acceptance of the deliverables by the EUACI. Payments will be made in UAH.

The expert work is expected to be carried out in a hybrid format in coordination with DIAM, with in-person meetings in Kyiv as agreed. The contract does not presume covering travel, accommodation or per diems.

Reporting and management

The performance of the Consultant will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the sections "Objective" and "Deliverables" herein respectively. Moreover, the performance of the Consultant will be judged upon the implementation of the activities indicated in the section "Scope of work" of this document.

The Consultant will work closely with DIAM's anti-corruption unit and working group. DIAM's anti-corruption unit will coordinate institutional inputs and participation of the relevant DIAM staff where needed. The EUACI will manage the contract, review and accept the Consultant's deliverables.

The Consultant shall submit the deliverables in Ukrainian, in editable electronic format. The Team Leader shall consolidate the team's inputs and provide progress updates at agreed coordination meetings. For contractual reporting purposes, the Consultant shall submit consolidated timesheets showing the actual working days of each expert and a short completion report at the end of the assignment.

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

The deadline for submitting the proposal is 11 December 2026, 18:00 Kyiv time.

All interested tenderers should submit:

• copies of registration documents confirming that the tenderer is registered in Ukraine as a legal entity or individual entrepreneur (FOP), together with its full legal name, registration number, registered address and contact details;

• a portfolio of relevant projects and work examples, and a CV for each proposed expert, in any clear format. The portfolio should indicate the specific contribution of the proposed experts;

• a brief description of the proposed approach and workplan, identifying the team composition, responsibilities and allocation of working days, and explaining the need for any additional expert;

• a financial offer indicating the total fixed price for the full assignment, including applicable taxes, with an indicative breakdown by expert (proposed daily fee and planned number of working days for each expert). The total price shall cover all tasks and deliverables specified in these Terms of Reference.

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 artkar@um.dk indicating the subject line: Expert support for DIAM's corruption risk assessment and anti-corruption programme development.

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.

Any clarification questions regarding the terms of reference should be addressed to artkar@um.dk, not later than 08 December 2026, 18:00 Kyiv time.

Evaluation criteria

The contract will be awarded to the tenderer submitting the most economically advantageous offer based on the following criteria. The weights are percentages of the total evaluation score.

No.	Evaluation criterion	Weight
1	Portfolio of relevant projects and work examples	20%
2	Relevant experience, skills and competencies of the proposed team	50%
3	Financial offer	30%

The portfolio will be assessed on the relevance of the previous work described in the submitted portfolio, the outputs and results presented and the clarity of the tenderer's and proposed experts' own contribution.

Relevant experience, skills and competencies will be assessed against the Qualifications and Scope of work sections, based on the submitted CVs and the information presented in the portfolio and proposal. The assessment will consider the suitability of the proposed team composition and allocation of responsibilities for the assignment.

The financial offer will be assessed based on the total fixed price proposed for completing the full assignment, including the fees of all proposed team members.

Only tenderers proposing a team meeting all mandatory requirements set out in these Terms of Reference will be considered for evaluation.