27.11.2026

Terms of Rreference for a
Consultant for the Ministry of Education and Science of Ukraine Regarding the Project of Modernization (Reconstruction and Major repair) of School Canteens
(Hereinafter – Expert in Subvention Support)

Background and context

Supporting Ukraine's anti-corruption efforts is a high political priority for the European Union and Denmark. By combating corruption, the programme helps strengthen Ukraine's democracy and economic growth, as well as its successful advancement toward EU integration.

The European Union Anti-Corruption Initiative (EUACI) in Ukraine is a joint Programme funded by the EU and the Government of Denmark, aimed at supporting Ukraine in its efforts to reduce corruption at both national and local levels by empowering citizens, civil society, and public institutions. At the beginning of 2024, the EUACI entered its third phase, which will run until mid-2027. Within this phase, the EUACI was invited to identify activities related to schools.

In 2023, the Cabinet of Ministers of Ukraine approved the Strategy for Reforming the School Meal System for 2023–2027. A key component of the Strategy is the restoration and modernisation of school canteens through modern technologies, improved energy efficiency and compliance with HACCP principles.

To fund this, the state budget provides subventions to local budgets for the creation and modernisation of school canteens, including reconstruction and major repairs:

- **2024–2026:** UAH 3.7 billion in total
- **2027:** a further UAH 1 billion envisaged in the draft state budget

The Ministry of Education and Science of Ukraine (the Ministry) is responsible for implementing the subvention. It works closely with the School Meal Reform Team, supported by First Lady Olena Zelenska.

The Ministry requested EUACI support in implementing the subvention to minimise corruption risks and violations and to strengthen the transparency, efficiency and quality of project selection and implementation. This cooperation covers four components: assessment of project documentation; analysis of public procurement procedures for canteen modernisation, including reconstruction and major repairs; methodological support during project selection and implementation; and remote technical monitoring of construction works.

Results (2024–2026). Over the three-year period, EUACI experts analysed 465 projects prior to the commencement of construction works. The analysis identified UAH 362.9 million in unjustified costs, which were redirected towards the implementation of 39 additional projects.

The selection of projects was carried out through DREAM, a digital project management system, helping to ensure transparency and accountability throughout the process.

This programme is financed 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**

Key results:

Projects analysed prior to construction	465
Unjustified costs identified and redirected	UAH 362.9 million
Additional projects funded	39

EUACI experts also analysed procurement procedures and provided methodological support to promote transparency and legal compliance.

In 2026, 73 projects were funded under the subvention. In parallel, the Ministry, with the EUACI support, continues to monitor more than 40 projects from the 2025 cycle that are still under implementation.

In addition to monitoring ongoing projects, the Ministry requires continued expert and organisational support for the administration and implementation of the subvention. This includes methodological assistance in the selection and implementation of projects, organisational support for the work of the commissions responsible for allocating subvention funds, maintenance of the relevant commission documentation, coordination with regional stakeholders, and preparation of analytical information to support decision-making.

The Ministry has therefore requested the EUACI continued consultancy support and the engagement of a subvention expert until the end of 2026 and throughout 2027. The support will contribute to the effective administration and monitoring of the subvention, the timely implementation of ongoing projects, transparent and well-informed project selection, the preparation of analytical information for decision-making, and professional communication with stakeholders involved in the School Meal Reform.

Objective:

To support the Ministry of Education and Science of Ukraine in administering and implementing the state budget subvention for the creation and modernisation of school canteens, including reconstruction and major repairs, in 2026 and 2027.

Scope of work:

The scope of work of the assignment includes different tasks, including, but not necessarily limited to:

1. Coordination and participation in the development of the regulatory and legal support for the implementation of the subvention for modernization of canteens.
2. Analysing challenges and irregularities in projects funded under the canteen modernization subvention.
3. Developing analytical reports on the status of funded projects under the canteen modernization subvention for submission to the government, other authorities, and other stakeholders.
4. Coordination of activities related to school nutrition reform, including working with local self-government officials at all levels and engaging them in reforming the school meal system.

5. Supporting the EUACI's project on minimizing corruption risks in the modernization of school canteens and ensuring close cooperation between the Ministry, the local authorities and the EUACI and its contracted experts.
6. Facilitating professional communication with stakeholders of the School Nutrition Reform to engage them in building an institutional framework that supports the reform's objectives and goals.
7. Provide capacity building activities in the Ministry of Education and Science in order to ensure a future capacity to conduct coordination and analytical work as specified in these TOR.
8. Support the EUACI in managing the project, including administrative tasks.
9. Implementation of other tasks related to the scope of work on an ad hoc basis.

The Expert in Subvention Support will refer to the Deputy Minister for Education and Science and the EUACI. The Expert will mainly be placed in the Ministry of Education and Science but is also expected from time to time to work from the EUACI premises.

Expected deliverables:

– Responses to appeals and requests on activities that are related to the monitoring of implementation of subvention;
– Assisting in the development of draft regulations concerning activities linked to monitoring subvention implementation, agreed with the Ministry and the EUACI;
– Written reports on the results of the activities of the expert and the documents developed;
– Organized meetings and processes, that are related to the monitoring of implementation of subvention;
– Developed drafts of regulatory legal frameworks necessary for monitoring and controlling the implementation of the subvention for the modernization of canteens;
– other deliverables agreed with the Ministry and the EUACI.

The Specific Deliverables are presented below in Table 1 with a tentative schedule. All results are expected to be provided in Ukrainian unless otherwise agreed. Electronic copies are to be sent by email to the particular the EUACI contact person.

#	Deliverable/Output	Target Timeline/Due Dates	Review/Approval
1	Organized meetings for the project selection committee and follow-up meetings on the implementation of projects funded by the subvention.	To be completed during the term of the contract	EUACI team
2	Responses to appeals and requests from construction customers, local	To be completed during the term of the contract	EUACI team

	communities, the Ministry, and other stakeholders.		
3	Assistance provided to the Ministry in developing draft regulations/procedures for control and monitoring of the implementation of the subvention for the modernization of canteens.	To be completed during the term of the contract	EUACI team
4	Analytical reports on the status of funded projects under the canteen modernization subvention.	To be completed during the term of the contract	EUACI team
5	Monthly reports	Every month	EUACI team
6	Final report summarizing all activities	2 weeks before the contract ending	EUACI team

The timelines indicated in the table above are indicative. The Expert may reflect on and update the timelines for different activities. Other deliverables are agreed upon with the Deputy Ministry and the EUACI.

Qualifications:

The contract will be awarded to the expert meeting the following criteria:

a) a minimum of 3 years of professional experience working with educational institutions,

b) a minimum of a Master's degree in law, finance, economics, social sciences, public administration, or similar field is required,

c) excellent written and oral communication skills,

d) ability to speak and write in English language will be an asset.

e) experience in legal drafting and working with educational institutions,

f) experience project management, monitoring / implementing of projects for the state and private sectors will be an asset,

g) experience in organizing the activities of public authorities is required.

h) experience in management of subventions (participation in the development of regulations, selection and monitoring of investment projects, and a number of other activities).

i) experience in establishing partnerships with regions and local communities, will be an asset.

j) experience from working with projects on anti-corruption, risks minimization and good governance will be an advantage.

The expert is expected to work from the premises of the Ministry.

Budget, timeframe, and location:

The intended commencement date is the date of signature of the contract with the Expert in Subvention Support and the period of implementation of the contract will be 8 months with a tentative start in January 2027 and completion on the end of August 2027.

The maximum budget available for this assignment is **22 500 EUR** (up to 130 EUR per day).

During this period, the Expert in Subvention Support will be expected to deliver a maximum of 173 workdays.

Proposals, where the Contract Price offered, exceed the above maximum budget will be rejected.

Payments will require verification of deliverables and approval by the EUACI Component Team Leader of the Consultant ’s progress report and expense outlay.

It is expected that the Expert in Subvention Support will be based at the Ministry office in Kyiv and work closely with the Deputy Minister for Education and Science.

Reporting and management

Definition of indicators

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.

Special requirements

By signing the contract, the contractor (and its representatives) agree to hold in trust and confidence any information or documents ("confidential information"), disclosed to the contractor or discovered by the contractor or prepared by the contractor in the course of or as a result of the implementation of the contract and agrees that it shall be used only for the purposes of the contract implementation and shall not be disclosed to any third party without EUACI authorization.

The contractor reports to the EUACI. The contractor shall de-brief the EUACI prior to finalizing the assignment.

Bidding Details:

The bidder must submit the following information to be considered:

1. The CV (no more than three pages long) that should include a description of the previous relevant assignments, and key duties on this assignment.
2. A budget for the services in EUR, inclusive of all taxes or other such charges with a calculation of 173 working days, and information about the level of daily fees. (Annex 1)

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

Please be aware that the EUACI will publish the name of the winner of this tender.

The contract budget cannot exceed 22,500 EUR.

How to apply:

The deadline for submitting the proposals is **11 December 2026, 18:00 Kyiv time.**
The proposals shall be submitted within the above deadline to **euaci@um.dk with copy to olehlo@um.dk**, indicating the subject line "Expert in Subvention Support".

Bidding language: English

Any clarification questions for the bid request should be addressed to olehlo@um.dk, no later than **07 December 2026, 18:00** Kyiv time.

To ensure your documents were successfully received, please check that you receive an auto-reply from our system. If your application is properly received, you will receive an auto-reply from the EUACI mailbox.

If you don't receive an auto-reply, your application was not received, please try again or contact.

Evaluation criteria

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	CV, relevant experience, skills and competencies of the expert	80%
2	Proposed budget	20%