23 November 2026

TERMS OF REFERENCE

Expert support for corruption risk assessment and anti-corruption programme development in the Ministry of Education and Science of Ukraine

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 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 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 Ministry of Education and Science of Ukraine (hereinafter "the Ministry") 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 Ministry self-assessment carried out by its working group with support from external experts.

The EUACI intends to engage a team of experts to (i) prepare and deliver an introductory practical training for the Ministry's corruption risk assessment working group and anti-corruption unit before the substantive corruption risk assessment process begins, and (ii) participate in the working group to support the assessment and preparation of the draft anti-corruption programme. The training and subsequent work shall be consistent with the Methodology for Corruption Risk Management approved by the National Agency on Corruption Prevention (NACP).

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.

The EUACI is providing support to the Ministry in areas such as promoting efficient use of state subventions for modernizing school canteens, monitoring of prices for catering and food to school canteens, integrity work in schools and training of school managements regarding financial issues. While this assignment is focusing on the policy and strategic level, it should

take into account the ongoing EUACI support, if relevant, and seek any synergies between strategic and more operational support of the EUACI.

Objective

This activity will contribute to mitigation of corruption risks in the education and science sector by enhancing the capacity of the Ministry to conduct a corruption risk assessment that will inform the preparation of its anti-corruption programme and the development of effective corruption risk mitigation measures.

This activity is also aimed at equipping the Ministry's staff, including its anti-corruption unit, with the knowledge and practical skills needed to carry out a high-quality corruption risk assessment, identify appropriate risk mitigation measures and develop the institution's anti-corruption programme in accordance with the NACP Methodology.

Scope of work

The expert team shall prepare and deliver the in-person training and subsequently work as part of the Ministry'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 the Ministry and the EUACI on the training program, agenda, content and schedule and agree the scope, workplan and allocation of responsibilities for the subsequent assessment and programme preparation.

• Develop the training programme and supporting materials, taking account of the NACP Methodology, and adapting the training to the Ministry's functions and procedures in the education and science sector.

• Deliver the training, covering the working group's role and the main stages of corruption risk assessment, with practical exercises on analysing processes, identifying and assessing risks, examining existing controls, developing mitigation measures.

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

• Review the Ministry's 2024–2026 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 the Ministry's relevant functions, procedures and existing controls; 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 the Ministry's functions.

- Assist with the revision of the draft assessment findings, risk register and programme following the consideration of comments received to the documents, including from 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 additional support activities to be carried out by the EUACI in support of the implementation of the anti-corruption program or other strategic work related to anti-corruption mainstreaming in the Ministry.

Deliverables

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

2. Training programme and materials: a programme setting out the agenda, topics and session timings, a presentation and materials for practical exercises. The training programme will have to be adjusted to the Ministry's functions and procedures, cover typical corruption risks relevant to this Ministry, and it will have to be endorsed by the EUACI and the Ministry before its finalisation.

3. Training: in-person training, including practical exercises, conducted on the agreed date in accordance with the approved programme during the initial phase of the assessment.

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

5. 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 the Ministry's anti-corruption unit.

6. Final draft anti-corruption programme and supporting materials, incorporating feedback from independent peer review and public consultation, suggestion for future activities, together with a brief completion report.

7. Participation in meetings of the working group, Ministry's anti-corruption unit, the EUACI; participation in focus groups, interviews or other meetings, discussions, which are agreed as a part of corruption risk assessment process; participation in other meetings and discussion where relevant (upon the Ministry's request and the EUACI approval).

Training feedback from participants collected to evaluate the effectiveness of the event and improve the quality of the next training sessions:

- The Consultant will be responsible for sending a link and QR code to the on-line Google form for training feedback that will be provided by the EUACI external contractor. 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 Training service provider should send the reminder(s) to participants during these 5 days if the response rate is lower than 82%.

- The Consultant 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 but not earlier than 7 business days after the training.

- The EUACI external contractor 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

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, education or another field directly relevant to the assignment.

• Each proposed expert shall have experience working in Ukraine and fluency in Ukrainian. The team shall have the ability to explain technical material clearly and facilitate participatory exercises.

• 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 education and science policy, regulation, administration or analysis of institutional procedures;

• proven knowledge and understanding of the Ministry's functions, main corruption risks in the education and science sector;

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

The team shall collectively have experience in designing and delivering practical training sessions or workshops for public-sector participants on corruption risk assessment or closely related institutional risk management. At least one expert shall demonstrate this experience. The Team Leader will coordinate the team's analytical work and be the main contact person for the Ministry and the EUACI.

Budget, timeframe and location

The maximum budget for the assignment is EUR 25,000.

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 training 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 the Ministry and the EUACI at inception.

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 training shall take place in Kyiv at a venue confirmed by the EUACI. The subsequent expert work is expected to be carried out in a hybrid format in coordination with the Ministry. 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 the Ministry's anti-corruption unit and working group. The Ministry's anti-corruption unit will coordinate institutional inputs and participation of the relevant Ministry's 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 corruption risk assessment for the Ministry of Education and Science of Ukraine**.

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, 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.

The evaluation methodology is described in Appendix 1.

Appendix 1: Method of Evaluation

The most economically advantageous tender will be identified based on the award criterion "best price-quality ratio" and the award criteria above.

A numerical score is allocated to each of the sub-criteria in relation to Quality depending on the assessed level of performance on a scale from 0 (Unacceptable) to 8 (Exceptional).

The responsible unit will calculate the total score of the tender by weighting and adding the points in relation to Quality and the points in relation to Price. The tender with the highest score is deemed as the most economically advantageous tender and will be awarded the contract.

Score	Assessment
8	Exceptional
7	Very Good
6	Good
5	Above Expectations
4	Satisfactory
3	Below Expectations
2	Poor
1	Very Poor
0	Unacceptable

In the evaluation of Quality, the responsible unit will consider the extent to which the tender fulfils the requirements and wishes listed in the ToR, on the basis of the submitted portfolio, CVs and supporting proposal. The points are awarded individually; no tender is guaranteed maximum points and two or more tenders may receive the same number of points.

Points in relation to Price = lowest valid total proposed price × 8 / tenderer's total proposed price. The Financial Offer is assessed on the total proposed price, as required by the ToR.

The total score is calculated as follows: portfolio score × 20% + team experience, skills and competencies score × 50% + financial score × 30%. The maximum total score is 8 points.