**Terms of Reference for the**

**Project Manager for development of a software “Contract Management System” for the State Agency for Restoration and Infrastructure Development of Ukraine**

**Background and context**

Supporting anti-corruption efforts in Ukraine is a high political priority for the European Union and Denmark. By combating corruption, the Program contributes to the consolidation of democracy and economic growth of Ukraine, as well as the successful approximation of Ukraine with the EU. The topic of reconstruction aid and integrity is one of the key activities of the program, both at the national and local levels and across the components of the EUACI. The Government of Ukraine is the key counterpart of the EUACI in this area including the State Agency for Restoration and Infrastructure Development of Ukraine (hereinafter – the Agency). Its task is to directly manage and oversee implementation of selected recovery projects.

The Agency approached the EUACI with a request to support the development and implementation of an information-analytical system “Contract Management System” (hereinafter – the System) for the centralized processing of contracts and primary documents of projects under the Agency for Restoration and regional offices for restoration (RORs). The purpose of the System is to ensure documents and contracts circulation within a unified electronic environment in a machine-readable format.

The planned information-analytical system for processing procurement, contractual, and primary documents is designed to overcome the shortcomings of traditional paper-based methods in managing reconstruction projects. Traditional methods involve manually creating tender documentation, contracts, cost estimates, supervision reports, and other construction-related documents using standard office software and printing. This approach presents several problems: data is prone to manual entry errors, required approvals are delayed, and the lack of proper change tracking leads to inconsistencies in documents, making monitoring difficult. Moreover, the traditional approach does not ensure consistency or timely updates of information.

By replacing traditional paper-based methods with a digital platform, the system will improve efficiency, transparency, and accountability in handling procurement, contractual, and financial documentation. The system will digitize the processing of primary project documents. It will support the creation, exchange, approval, and secure storage of essential documentation, including contracts, annexes, amendments, certificates of completed work, cost statements, compliance certificates, quality passports, laboratory test results, and financial transaction records. All documents will be digitally signed using qualified electronic signatures, ensuring data integrity and security while reducing administrative burdens.

A key feature of the system is its integration with existing government IT platforms, such as ProZorro, DREAM, and E-ROAD. These integrations will facilitate real-time data exchange, improving the accuracy and reliability of information related to procurement, contractors, and project statuses. This will eliminate data duplication and enhance coordination between various governmental agencies. Additionally, the system will automate financial transactions by enabling the electronic exchange of payment documents by the Agency, RORs with the State Treasury of Ukraine.

The system will also provide advanced analytical tools for monitoring project execution and evaluating performance. Real-time reports will allow decision-makers to assess costs, resource allocation, and key project indicators, enabling more informed decision-making and process optimization. Furthermore, its modular design ensures that the system remains scalable and adaptable to regulatory changes and evolving project demands. This flexibility will allow the system to accommodate growing data volumes and expand its functionalities as needed. Built-in logging tools will record every document-related operation, creating a complete history of user actions and document changes. This audit trail will improve process control, enhance security, and ensure compliance with reporting requirements from international donors and governmental oversight bodies.

One of the core functionalities of the system is the creation of a centralized database of historical project costs and prices. This will enable in-depth expenditure analysis and provide a solid foundation for strategic planning and budgeting. With access to accurate data on construction materials, labour, equipment, and machinery, the Agency will be able to forecast resource needs more precisely. This will help optimize project planning and pricing, reduce inefficiencies, and ensure that necessary resources are available in advance.

This level of transparency is crucial for maintaining trust among Ukraine’s partners and donors, as it allows them to verify that funds are being used appropriately.

The implementation of the System will significantly enhance efficiency by reducing administrative workload and accelerating document processing. It will improve transparency by ensuring full accountability for financial and operational activities, optimize resource planning through data-driven forecasting, and strengthen oversight by enabling real-time project monitoring. Ultimately, this digital transformation can serve as a critical tool for the strategic development of Ukraine’s infrastructure, supporting its economic recovery and long-term resilience.

**Objective:**

The Project Manager’s assignment is to support and manage the development and implementation of the Contract Management System for the Agency including the development of the required documents for the System and then to lead the development of the System and its implementation.

The main goal of the assignment is to provide the development of the Contract Management System at the Agency.

**Scope of work:**

The Project Manager will work with Agency representatives and a dedicated working group established within the Agency to ensure the successful development and implementation of the System. Additionally, the Project Manager will collaborate with a Business Analyst on the development of the Contract Management System, ensuring that the project is executed efficiently, meets business requirements, and aligns with stakeholder expectations. Their collaboration will be based on continuous communication, shared problem-solving, and a deep understanding of both technical and business needs. Together, they will define business processes and develop a detailed Terms of Reference (ToR) for the System. He will be the key person for the software development when the IT company for the System development will be selected.

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| So the scope of work of the assignment includes different tasks, including, but not necessarily limited to: |
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| * Plan and organize development and rolling out of the System; set goals and manage resources;
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| * Lead and manage the working group under the Agency responsible for the development and rolling-out of the System;
* Support the Business Analyst in drafting the terms of reference for the System and review the technical requirements and other documents relevant to the development and implementing of the System;
* Business Analyst conducts an in-depth analysis of the Agency’s current contract management processes and gathers business and functional requirements and Project Manager ensures that these requirements align with the project’s scope, timeline, and resources.
* Provide partnership and coordination with internal and external stakeholders to ensure proper development of the System;
* Support the procurement process for selecting the developers for the System;
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| * Day-to-day coordinate with the selected System`s developer, the Agency and its RORs, and provide an active engagement and support in addressing the challenges that come up during the development and rolling out of the System;
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| * Support the Agency`s activities associated with the aforementioned tasks (meetings, events, staff training planning);
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| * Manage the improvement of the System during its testing period;
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| * Monitor, track and report on progress and performance, resolving issues of the development of the System. Adjust project constraints as needed to deliver quality.
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**Expected deliverables:**

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| **#** | **Deliverable/Output** | **Timeline** |
| 1 | Prepare Project plan | 2 weeks after the contract signing |
| 2 | Weekly status report to the EUACI and the Agency  | weekly |
| 3 | Provide functioning of the working group under the Agency | monthly |
| 4 | Meeting Notes for all meetings with the external stakeholders | regularly |
| 5 | System technical specification (“as built” technical specification) | for each stage and for the System after its commissioning |
| 6 | First full version of the ToR/technical specification for the System (prepared with business-analyst) | 8-9 weeks after signing the contract |
| 7 | Final version of ToR for the System | 12-14 weeks after signing |
| 8 | Support in the process of procurement/selection the developer for the System | 14-15 week after signing |
| 9 | Conduct an interim system review and test key functionalities. | 15-36 week |
| 10 | Address identified technical and operational challenges. | regularly |
| 11 | Oversee testing and security validation | 15-36 week |
| 12 | Ensure users training and knowledge transfer to Agency personnel | 29-36 week |
| 13 | Management and coordination the developing project team for the System  | regularly / daily |

**Timeline**

The total duration of the current assignment is 9 months with up to 196 working days (up to 22 working days monthly) with expected start in April 2025.

**Requirements to the Service Provider**

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

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| * Degree in construction and architecture, project management, economics, quantity surveying, accounting, or similar fields;
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| * Strong analytical, communication, and presentation skills;
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| * Experience in management IT-projects;
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| * Advanced-level proficiency in English;
* Fluent in Ukrainian.
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| General professional experience: |
| * Preferably more than 5 years of general professional experience (minimum 3 years);
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| * Knowledge of Ukrainian legislation in the field of urban construction;
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| * Experience in dealing with construction bills of quantities, claims, change orders, and contract renegotiations.
* Proven experience in managing IT projects in the public sector, preferably in contract management or document workflow automation.
* Experience working with international organizations, donors, or EU-funded projects is an asset.
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| Specific professional experience: |
| * Proven knowledge and professional experience in the management of publicly and internationally-funded projects together;
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| * Experience in public procurement and practical use of different forms of contracts including, internationally recognized ones, and tender documentation will be regarded as an asset;
* The expert is expected to work from the premises of the Agency or remotely.
* Strong knowledge of software development lifecycle (Agile, Scrum, Waterfall) and IT infrastructure.
* Familiarity with contract management systems and database integration.
* Excellent stakeholder management and ability to coordinate multiple teams.
* Strong problem-solving and risk mitigation capabilities.
* Definition of indicators
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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 Agency and EUACI. The contractor shall de-brief the EUACI prior to finalizing the assignment.

Place of provision of services: Kyiv

For the contractor will be provided a workplace in the Agency's premises

# Bidding details

The bidder must submit the following information to be considered:

1. The CV (no more than three pages long) that should include description of the previous relevant assignments, key duties on this assignment and portfolio of project assignments similar to this project executed in the last five years.
2. A budget proposal for the services in EUR, inclusive of all taxes or other such charges with the daily rate and the calculation of 196 working days.

The contract budget cannot exceed **31,500 EUR** (including all operational and tax expenditures).

# How to apply

The deadline for submitting the proposals is 11 April 2025, 18:00 Kyiv time.

The proposals shall be submitted within the above deadline to euaci@um.dk with copy to dmyiak@um.dk, indicating the subject line “Project Manager for IT development”.

Bidding language: English

Any clarification questions for the bid request should be addressed to dmyiak@um.dk, no later than 4 April 2025, 18:00 Kyiv time.

# Evaluation criteria

Bids will be evaluated under the criteria provided below:

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| **#** | **Criteria** | **Weight** |
| 1 | CV, Portfolio of completed assignments, relevant experience, skills and competencies | 80% |
| 2 | Proposed budget | 20% |