**Terms of Reference for a**

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

**1.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.

**2.Objective:**

The Business Analyst’s assignment is to define and document business and technical requirements for the Contract Management System for the Agency, ensuring its alignment with the needs of the Agency and its stakeholders.

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

**Purpose**

The *Business Analyst* and the *Project Manager (PM)* *for development of the Contract Management System*, engaged by the EUACI to lead this software development (hereinafter – Project Manager) form a vital partnership in the development of the Contract Management System, ensuring the project is delivered efficiently, meets business requirements, and aligns with stakeholder expectations. Their collaboration is built on continuous communication, shared problem-solving, and a deep understanding of both technical and business needs.

The Business Analyst serves as the key link between stakeholders and the development team, translating business needs into structured requirements and technical documentation. PM, in turn, ensures that these requirements are executed effectively, managing project scope, deadlines, and resources. From the outset, they work together to define clear objectives, ensuring that stakeholder expectations are realistic and achievable.

Throughout the project lifecycle, Business Analyst and Project Manager maintain a close working relationship. Business Analyst conducts workshops and discussions with stakeholders to gather insights, while PM facilitates these conversations to align expectations with project feasibility. As requirements evolve, they collaborate to balance business priorities with technical constraints, ensuring that changes are well-managed and do not disrupt project timelines.

**3.Scope of work**

The Business Analyst will support the development and implementation of a contract management system for the Agency. The scope of work includes, but is not necessarily limited to, the following tasks:

* Conduct an in-depth analysis of the Agency’s current contract management processes, workflows, and issues.
* Gather, document, and validate detailed business and functional requirements for the System, engaging all relevant stakeholders.
* Define user roles, access permissions, and process automation needs.
* Collaborate closely with the Agency, Project Manager, and stakeholders to ensure business requirements are accurately translated into technical specifications.
* Prioritize system features and functionalities based on business needs and potential impact.
* Support the Project Manager in defining project milestones, deliverables, and timelines for system development.
* Support the Project Manager in the procurement process for selecting the system developer, including preparation of documentation and participation in technical evaluations.
* Finalize the Technical Requirements for the System in coordination with the Project Manager.
* Develop the Terms of Reference (ToR) / technical specification for the System in coordination with the Project Manager.
* Develop and maintain comprehensive process diagrams, wireframes, and workflow documentation to support system design and development.
* Assist in defining Key Performance Indicators (KPIs) to measure system effectiveness and alignment with Agency needs.

**4.Expected deliverables:**

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| --- | --- | --- |
| **#** | **Deliverable/Output** | **Timeline** |
| 1 | Initial business process analysis report | 3 weeks after contract signing |
| 2 | Functional and technical requirements document  (with Project manager) | 6 weeks after contract signing |
| 3 | User role and permission matrix | 8 weeks after contract signing |
| 4 | First full version of the ToR/technical specification for the System (with Project manager) | 8-9 weeks after signing the contract |
| 5 | Process diagrams and workflow documentation | 10 weeks after contract signing |
| 6 | Final version of ToR for the System | 12-14 weeks after signing |
| 7 | Support in procurement and selection of developers | 14–15 weeks after contract signing |
| 8 | Final recommendations for system improvements | End of the assignment |

**5.Timeline**

The total duration of the current assignment is 4 months with up to 80 working days (up to 20 working days monthly) with expected start in May 2025.

**6.Requirements to the Service Provider**

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

**Education & Certification:**

* Degree in Business Analysis, Information Systems, Project Management, or a related field.
* Certification in Business Analysis (e.g., CBAP, PMI-PBA) is an advantage.
* Professional Experience:
* Preferably 5 years of experience in business analysis, including software development projects.
* Experience working with contract management, document workflow, or enterprise resource planning (ERP) systems.
* Proven experience in process modeling, requirements gathering, and stakeholder management.
* Experience working with international donors or public-sector projects is an asset.

**Technical & Analytical Skills:**

* Strong knowledge of business process modeling (BPMN, UML).
* Ability to create detailed technical documentation and wireframes.
* Familiarity with Agile/Scrum methodologies and software development lifecycle.
* Experience with data analysis and reporting tools.

**Language & Communication:**

* Fluency in Ukrainian and good English skills is required
* Excellent written and verbal communication skills, including the ability to present complex concepts clearly.

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 (Area 2 Integrity Reconstruction team) and will work in collaboration and under the supervision of the Project Manager for development the software Contract Management System, appointed by the EUACI.

Place of provision of services for the contractor: Kyiv, working at the Agency's premises and remotely.

# 7.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 80 working days.

The contract budget cannot exceed **11,000 EUR** (including all operational and tax expenditures).

# 8.How to apply

The deadline for submitting the proposals is 20 May 2025, 18:00 Kyiv time.

The proposals shall be submitted within the above deadline to [euaci@um.dk](mailto:euaci@um.dk) with copy to dmyiak@um.dk, indicating the subject line “Business Analyst for IT development”.

Bidding language: English

Any clarification questions for the bid request should be addressed to dmyiak@um.dk, no later than 13 May 2025, 18:00 Kyiv time.

# Evaluation criteria

Bids will be evaluated under the criteria provided below:

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