TERMS OF REFERENCE

Leading business analyst for IT development for SARDI

EU4Reconstruction Stream 2

General background

EU4Reconstruction. The European Union (EU), together with Denmark, Germany, France and Lithuania, launched EU4Reconstruction, a €37 million Team Europe Initiative (TEI) that unites the strength, experience and solidarity of the EU to support Ukraine's ongoing recovery and reconstruction.

The initiative aims to strengthen governance, improve public investment management, and enhance coordination across levels of government, with a strong emphasis on EU values. The TEI is divided in two parallel streams; one stream is composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation) and the other gathers the Ministry of Foreign Affairs of Denmark (Lead Organisation) and Central Project Management Agency (Partner Organisation).

EU4Reconstruction will reinforce the leadership of the Ministry for Communities and Territories Development, strengthen the State Agency for Reconstruction and Development of Infrastructure (**SARDI or Agency**), empower local governments to manage reconstruction professionally and sustainably, and support civil society and independent media to play an active role in oversight, ensuring public trust and reducing corruption risks.

The Programme will strengthen the policy dialogue around reconstruction and recovery and will focus in particular on the governance of public investment management, public infrastructure management at national, regional and local levels and how to link this with necessary capacity development to make the system work. Part of this process will ensure that the stakeholders in the programme and their policy and regulatory setup are prepared for EU accession. This will, in particular, ensure resources are allocated effectively, transparently, accountably and with broad inclusion in infrastructure planning and execution, reflecting the subsidiarity principle.

Denmark, together with Lithuania, implements Stream 2 of the EU4Reconstruction programme aimed at strengthening the capacity of the SARDI and its subordinated entities to act as contracting authority and project implementation unit for major reconstruction projects.

This assignment concerns Output 2 of Stream 2 of the EU4Reconstruction: "*SARDI has the capacity to operate as a transparent, efficient, and EU-compliant institution, effectively managing sustainable and accountable reconstruction efforts*", and more specifically sub-output Sub-output 2.5: *Digital tools developed and implemented*.

SARDI and its ecosystem. SARDI was established by the Resolution of the Cabinet of Ministers of Ukraine, dated 13 January 2023. It was created through the renaming of the State Road Agency of Ukraine and the merger with the State Agency for Infrastructure Projects.

SARDI is structured around a central authority in Kyiv and a broad network of regional and subordinate entities, including 24 Regional Offices for Restoration and Infrastructure Development (the SARDI **ecosystem**).

SARDI is currently responsible for prioritisation, planning and implementation of road infrastructure projects, as well as implementation of other reconstruction projects delegated by the Cabinet of Ministers.

The expansion of responsibilities — particularly the delegation by the Cabinet of Ministers of new types of projects that had never previously been managed by the SARDI — has placed considerable strain on institutional capacity and stress on employees. The SARDI ecosystem is currently undergoing transformation to tackle these challenges.

SARDI implements a number of digitalisation initiatives, including digitalization of asset management, tender documentation development and management, contract management and infrastructure projects performance monitoring, to enhance transparency and efficiency of the recovery and reconstruction efforts. Also, systems currently functioning within SARDI's road data infrastructure require enhanced integration and data exchange with other state systems and registers such as Prozorro and E-Data portal.

In view of the above, the Agency - supported by the EU4Reconstruction - seeks for a **Leading business analyst for IT development** who will work under supervision and coordination of the Senior Project Manager for IT development of EU4Reconstruction Stream 2, closely with the Agency's Deputy Head responsible for digital transformation, assisting with the ongoing SARDI IT initiatives designed and implemented with the support of EU4Reconstruction Stream 2.

Objective

The assignment's main objective is to strengthen capacity of SARDI to digitalize recovery management processes, increase the efficiency of management decision-making, project performance and implement standardized digital tools and solutions through:

- forming and maintaining business requirements and project documentation for key digital solutions;
- conducting analysis of current business processes within the SARDI ecosystem;
- identifying bottlenecks and inefficiencies, and proposing optimization solutions to improve efficiency, transparency, and overall performance.

Scope of work

In close coordination with the EU4Reconstruction Stream 2, SARDI's leadership (CDTO and other Deputy Heads) and Senior Project Manager for IT development, the Leading business analyst for IT development shall provide IT consulting services in the field of informatisation, related to the analysis, specification, and documentation of requirements for information systems and digital solutions supporting SARDI's digital transformation activities within the EU4Reconstruction Stream 2 Programme.

The services shall relate, inter alia, to the development and implementation of the following IT tools and systems: the tender documentation development and management IT system, the project performance management and monitoring IT system, the asset management IT system,

the corporate web portal, and other future systems supported by EU4Reconstruction Stream 2 (together, the "Digital Transformation Activities" or "DTA").

The scope of work includes, but is not necessarily limited to, the following tasks:

- Conducting analysis of the current business processes in SARDI ecosystem, identifying bottlenecks, inefficiencies, and other operational challenges; proposing process optimisation solutions aimed at improving efficiency, transparency, and overall performance.

- Preparing structured documentation and visual materials that clearly describe both the current ("as-is") and improved ("to-be") business processes.

- Conduct in-depth analysis and assessment of the Agency's current IT tool needs against EU4Reconstruction objectives and outcome relevance.

- Gather, document, and validate detailed business and functional requirements for the digital tools, engaging all relevant stakeholders.

- Define user roles, access permissions, and process automation needs.

- Collaborate closely with the Agency, Senior Project Manager for IT development, 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 Senior Project Manager for IT development in designing of tools implementation plan, defining project milestones, deliverables, and timelines for system development.

- Develop the Terms of Reference (ToR) / technical specification for the digital tools in coordination with the Project Manager.

- Contribute to development of procurement documentation and procurement process in line with the Danish MFA rules for selecting the digital system developer, including participation in technical evaluations.

- Develop and maintain comprehensive process diagrams, wireframes, and workflow documentation to support system design and development.

- Collaborate with the legal and other profile experts to ensure that all processes and functional requirements comply with Ukrainian laws.

Deliverables

The Consultant shall demonstrate tangible progress through the implementation of agreed activities and the provision of analytical outputs, as detailed below:

- Business, functional, and non-functional requirements for the project performance management and monitoring IT system, corporate web-portal, and other future systems supported by EU4Reconstruction Stream 2.

- Process-flow diagrams, data models, and user-journey maps using standard notations (e.g., BPMN, UML) to visualise workflows and support system design for the DTA.

- Draft Terms of Reference (ToR) / technical specification for the project performance management and monitoring IT system, corporate web-portal, and other future systems supported by EU4Reconstruction Stream 2.

- Monthly timesheets (progress reports), summarising actual days worked and expenses incurred, as well as progress made and results achieved over the period (in English).

- Completion Report consolidating key results and lessons learned (in English).

- Other deliverables as agreed upon with the Agency and the EU4Reconstruction.

Written deliverables should be in Ukrainian, unless otherwise specifically indicated herein or agreed with the EU4Reconstruction. Deliverables should be translated into English upon request of the EU4Reconstruction.

Qualification

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

General qualifications:

- University degree in Business Analysis, Information Systems, Project Management, Public Administration, or a related field.

- At least 5 years of experience in business analysis, including in software development projects.

- Proven experience in process modelling (BPMN, UML), business requirements gathering, and development of detailed technical documentation and wireframes.

Adequacy for the assignment

- Professional experience working in digital-transformation projects for international donors and/or public authorities, preferably in the field of infrastructure, construction and recovery.

- Experience working with project management, document workflow, or enterprise resource planning (ERP) systems will be an asset.

- Certification in Business Analysis (e.g., CBAP, PMI-PBA) will be an asset.

- Familiarity with Agile/Scrum methodologies and software development lifecycle.

Experience with the region and languages

- Practical experience in Ukraine.

- Fluency in Ukrainian and good English skills is required

Budget, timeframe, and location

The maximum budget available for this assignment is **EUR 24,000** (inclusive of all applicable expenses and taxes).

Payments to the Consultant shall be done on a monthly basis against Consultant's timesheet and invoice for the respective period. Payments shall be based on the actual days worked, the agreed daily fee rate, and the expenses occurred by the Consultant during the period (if any). Payments will require verification of completion of deliverables and approval of the Consultant's timesheets and expense outlay by the Project Manager for Supporting Procurement Function Transformation at SARDI. Reimbursable costs will only be accepted if they are in compliance with the guidelines in the contract.

The intended commencement date is the date of signature of the contract with the Consultant and the period of implementation of the contract will be **8 months**, with a start in February 2026. The assignment includes up to 168 working days per full term of the Contract (up to 21 working days per month).

The expert is expected to work in Kyiv and come to the premises of the Agency upon short notice.

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 section "Objective" and "Deliverables" herein respectively. Moreover, the performance of the Consultant will be judged upon the successful implementation of all the specific activities indicated in Section "Scope of work" of this document.

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.

Consultant will be coordinated by the Senior Project Manager for IT development of EU4Reconstruction and report to the Project Manager for Supporting Procurement Function Transformation at SARDI, who will review / approve deliverables indicated above. Regular planning and reporting sessions with the representative of the Agency and EU4Reconstruction are expected.

How to apply

The deadline for submitting the proposal is **12 February 2026, 18:00 Kyiv time**.

All interested candidates should submit the following documents **in English**:

- Completed Annex 1, including:
    - CV for Key staff (Section 3)

    - Supplier's Technical Proposal / Methodology (Section 4)

    - Workplan (Sections 5)

- Financial offer ([Annex 2, forms 1 and 2](#)) in EUR, including daily fee and other related expenses (taxes, if applicable), with calculation of maximum 168 working days.

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

The proposal shall include the aforementioned information and should be submitted within the above deadline to **EU4R@um.dk cc to irykov@um.dk** indicating the subject line: **"Leading business analyst for IT development for SARDI_SURNAME NAME"**.

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to EU4R@um.dk cc to irykov@um.dk, not later than **06 February 2026, 18:00 Kyiv time**.

Evaluation criteria

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	Relevant experience according to the CV	60%
2	Proposed budget according to the financial offer	20%
3	Technical Proposal / Methodology	20%