

TERMS OF REFERENCE

Senior Project Manager 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 **Senior Project Manager for IT development** who will work closely with the Agency's Deputy Head responsible for digital transformation (CDTO), assisting with the ongoing SARDI IT initiatives designed and implemented with the support of EU4Reconstruction Stream 2. Senior Project Manager for IT development will also coordinate its work with profile SARDI deputy heads (project owners), who will be beneficial users of IT systems developed under his/her supervisions (e.g., SARDI Deputy Head responsible for procurements). Senior Project Manager for IT development will coordinate and supervise the activities of Leading Business Analyst for IT development and other staff engaged by the EU4Reconstruction for digital transformation of SARDI.

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:

- ensuring coordinated development of digital systems and effective interaction with contractors - developers of IT solutions;
- planning, coordinating and implementing priority digital management systems in the field of infrastructure restoration and development.

Scope of work

In close coordination with the EU4Reconstruction Stream 2 and SARDI's leadership (CDTO and Deputy Heads), the Senior Project Manager shall provide IT consulting services in the field of informatisation, related to the planning, development, coordination, and implementation of information systems and digital solutions supporting SARDI's digital transformation activities supported by the EU4Reconstruction Programme.

The services shall relate, inter alia, to the following information systems and digital solutions: 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"). In providing the above IT consulting services, the Senior Project Manager shall ensure technical coherence of the Digital Transformation Activities with SARDI's digital governance reform agenda and EU4Reconstruction objectives, including coordination of technical activities and alignment of deliverables with agreed system architectures and implementation approaches.

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

- Provide strategic direction, governance, and coordination across DTA, ensuring alignment with SARDI's institutional reform priorities and EU4Reconstruction objectives.
- Develop and maintain DTA implementation roadmaps and work plans, sequencing interventions and resources across digital systems and thematic areas.
- Lead the process of identifying, assessing, and prioritising new digital transformation ideas within SARDI;
- Conduct preliminary feasibility assessments and concept reviews to determine institutional fit, scalability, and relevance to EU4Reconstruction objectives of new DTA upon agreement with EU4Reconstruction leadership.
- Lead the process for development of technical requirements for DTA tools; contribute to development of procurement related documentation in line with Danish MFA standards.
- Supervise and coordinate work of Leading Business Analysts for IT development and other staff of EU4Reconstruction engaged in DTA;
- Ensure methodological and data coherence among DTA tools, establishing shared data standards, security protocols, and integration roadmaps.
- Facilitate communication between SARDI's CDTO and the EU4Reconstruction Stream 2; facilitate coordination among all technical-assistance providers supporting digital transformation.
- Supervise project teams implementing DTA, ensuring adherence to agreed timelines, deliverables, and performance standards across all digital components; oversee regular coordination with developers, testing, and user training.
- Identify risks, dependencies, and emerging challenges; coordinate mitigation strategies and ensure agile adaptation of implementation plans.
- Consolidate progress, risk, and results reports for the EU4Reconstruction Stream 2 Leadership and SARDI leadership; ensure systematic tracking of outcomes and alignment with EU visibility and accountability requirements.
- Support the development of SARDI's internal digital governance capabilities through coaching, knowledge sharing, and structured documentation of lessons learned.
- Provide relevant inputs to SARDI institutional strategy on digitalization.
- Participate in meetings, conferences, and public forums related DTA and information systems development; promote coordination, visibility, and knowledge exchange across reform partners.

Deliverables

It is expected that the Senior Project Manager for IT Development will demonstrate tangible progress through the implementation of agreed activities and the provision of analytical and coordination outputs, as detailed below:

- Technical requirements for 1) project performance management and monitoring IT system (for stages Infrastructure Project Management and Management Reporting), 2)

corporate web-portal and other future systems supported by EU4Reconstruction Stream 2;

- Inputs to procurement related documentation in line with Danish MFA standards for project performance management and monitoring system (for each stage and final commissioning) and other new DTA tools agreed with EU4Reconstruction;
- DTA development and implementation roadmaps and work plans;
- Memos with preliminary feasibility assessments and concept reviews of new DTA tools to be agreed with EU4Reconstruction;
- Regular DTA progress, risk, and results reports;
- Interim system reviews & testing reports;
- Inputs to the SARDI institutional transformation strategy related to digitalization;
- Monthly timesheets (in English)
- Final Report – comprehensive summary of achievements, lessons learned, and recommendations (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:

1. Advanced university degree in Project Management, IT Management, Engineering, Public Administration, Economics, or a related field.
2. At least 10 years of professional experience, including a minimum of 7 years in managing digital-transformation initiatives;
3. Proven record of leading multidisciplinary teams (technical, legal, and analytical experts) and managing projects funded by international donors or development partners;

Adequacy for the assignment

1. Professional certification such as PMP®, PRINCE2®, MSP®, or PgMP® (or equivalent) will be considered a strong asset;
2. Experience overseeing software-development or digital-system implementation projects for public sector;
3. Professional experience in managing digital-transformation projects in the field of infrastructure, construction or recovery will be an asset.
4. Strong analytical, strategic-thinking, and communication skills, with the ability to translate complex institutional needs into actionable digital strategies.

5. Demonstrated integrity, leadership, and commitment to transparency, accountability, and results-based management.

Experience with the region and languages

1. Fluency in Ukrainian and advanced command of English (written and spoken) is required.
2. Excellent written and verbal communication skills, including the ability to present complex concepts clearly.

Budget, timeframe, and location

The maximum budget available for this assignment is **EUR 32,000** (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 Senior Project Manager for IT Development is expected to work in Kyiv and come to the premises of the Agency upon short notice.

Reporting and management

The performance of the Senior Project Manager for IT Development 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 Senior Project Manager for IT Development 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.

The Consultant will report to the Project Manager for Supporting Procurement Function Transformation at SARDI, who will review / approve deliverables indicated above. The Consultant will coordinate and supervise the activities of Leading Business Analyst for IT development and other staff engaged by the EU4Reconstruction for DTA. 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 (Section 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: **"Senior Project Manager 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%