

20 April 2026

TERMS OF REFERENCE

Leading Data Analyst 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*".

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.

Currently, SARDI is developing an analytical direction aimed at using data as the main management tool, and has already formed its own BI ecosystem, which ensures transparency and basic monitoring of activities. At the same time, for its sustainable use on an ongoing basis as a tool for managing the progress of projects and operational activities, further strengthening of institutional analytical capacity is necessary.

In view of the above, the Agency - supported by the EU4Reconstruction - seeks for a consultant - **Leading Data Analyst** who will work closely with the Agency's Deputy Head responsible for digital transformation (CDTO), assisting SARDI with data analysis activities on recovery projects and critical infrastructure.

Objective

The primary objective of the assignment is to strengthen SARDI's institutional analytical capacity by establishing and sustainably embedding analytics and management reporting practices as core tools for evidence-based operational and strategic decision-making. The assignment aims to enhance SARDI's ability to systematically collect, analyse, and interpret data, translate analytical insights into actionable management information, and support informed planning, performance monitoring, and policy implementation across the organisation.

Scope of work

In close coordination with the EU4Reconstruction Stream 2, SARDI's CDTO leadership, the **Leading Data Analyst for SARDI** shall support SARDI with setting clear processes for providing systematic data analysis on recovery projects and critical infrastructure, develop and continuously enhance dashboards, as well as prepare analytical materials for management and stakeholders in such areas as:

- Border checkpoints;
- Roads and its maintenance;
- Water supply infrastructure;
- Complex recovery of settlements;

- Recovery of civil infrastructure.

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

- Strengthening SARDI's analytical capacity by applying and documenting practical analytical approaches, sharing methodologies and analytical insights with relevant staff.
- Conduct targeted exploratory and analytical data analysis related to recovery projects, critical infrastructure, and other priority activities of SARDI, including the identification of key trends, patterns, correlations, and performance drivers to support immediate operational and management needs.
- Collect and analyse large and heterogeneous datasets originating from internal information systems, partner institutions, and external sources to identify trends, risks, performance gaps, and opportunities for optimisation.
- Assess data reliability and analytical limitations through exploratory analysis, anomaly detection, and validation checks, and formulate analytical assumptions and caveats.
- Design, develop, and maintain analytical models, dashboards, and management reports within the BI ecosystem, ensuring clear visualisation, interpretability, and relevance for management decision-making in line with SARDI's operational and strategic needs.
- Contribute to the continuous improvement of analytical methodologies, reporting standards, and data visualisation practices.
- Perform correlation analysis, comparative analysis, and trend analysis to support SARDI operational and strategic needs.
- Prepare analytical and management reporting materials for senior management, decision-makers, and key stakeholders review, ensuring clarity, accuracy, and relevance.
- Translate analytical findings into actionable insights, scenarios and recommendations to support evidence-based operational and strategic decisions.
- Support the institutional use of analytics and management reporting as core management tools within SARDI.
- Provide methodological guidance and advisory support to relevant staff on the interpretation and use of analytical outputs.
- Contribute to the sustainable use and further development of the BI ecosystem as a reliable tool for strategic and operational management.

Deliverables

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

- Developed and continuously enhanced BI dashboards (including creation of new dashboards and improvement of existing ones, at least 3 dashboards per month), supporting strategic and operational management.
- Regular analytical reports and briefing materials for SARDI management and stakeholders, including data-driven insights, trend analysis, and evidence-based recommendations.
- Ad hoc analytical notes and presentations prepared upon request to support management decisions.
- Structured analytical datasets, models, and visualisations addressing priority recovery and infrastructure-related topics.
- Documented analytical methodologies and assumptions underpinning the analyses.
- 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 (Bachelor's degree or higher) in Data Analytics, Statistics, Economics, Computer Science, Information Systems, Engineering, or a related field.
- 3-5 years of proven professional experience in data analysis, business intelligence, analytics, or related analytical roles.
- Proven experience in the development and use of BI tools and analytical dashboards, with strong hands-on experience in Power BI for management reporting and data visualisation.

Adequacy for the assignment

- Demonstrated ability to independently structure end-to-end analytical tasks, formulate analytical approaches and hypotheses, as well as translate complex analytical outputs into actionable management insights and evidence-based recommendations.
- Proven experience in providing management-oriented analytical support to government and/or large organisations, including the development of Power BI-based dashboards,

analytical reports, and decision-support materials for senior leadership and external stakeholders.

- Strong analytical thinking and hands-on experience in exploratory data analysis, trend and correlation analysis.
- Prior experience in recovery, reconstruction, or infrastructure-related public sector assignments is considered an asset.

Experience with the region and languages

- Practical professional experience in Ukraine.
- Fluency in Ukrainian is required
- Ability to produce analytical materials and dashboards in English

Budget, timeframe, and location

The maximum budget available for this assignment is **EUR 18,000** (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 **6 months**, with a start in **May 2026**. The assignment includes up to **126 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 (expected to be in SARDI office at least 50% of working time).

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 referring to SARDI's CDTO and report to the Project Manager for Supporting Procurement Function Transformation at SARDI, who will review / approve deliverables indicated above.

How to apply

The deadline for submitting the proposal is **5 May 2026, 18:00 Kyiv time**.

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

- Completed [Annex 1](#)
- Financial offer ([Annex 2](#)) in EUR, including daily fee and other related expenses (taxes, if applicable), with calculation of maximum 126 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 dmypet@um.dk** indicating the subject line: **"Leading Data Analyst for Data Analysis for SARDI_ SURNAME NAME"**.

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to EU4R@um.dk cc to dmypet@um.dk, not later than **30 April 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%