

10 September 2026

TERMS OF REFERENCE

Business Analyst to support the alignment of e-procurement system “Prozorro” with the new Law of Ukraine “On Public Procurement”

General background

The EU Anti-Corruption Initiative in Ukraine (EUACI) is the European Union’s technical support program in the area of anti-corruption in Ukraine, financed by the European Union, the United Kingdom International Development and co-financed and implemented by the Ministry of Foreign Affairs of Denmark.

The overall objective of the EUACI is to achieve significant progress in preventing and countering corruption, ensuring the coherence and systemic anti-corruption activities of state and local self-government bodies and to empower civil society and citizens to contribute to the combatting of corruption, as well as the proper process of Ukraine’s post-war recovery. The program runs till August 2027.

The Ukrainian partner for this activity is State Enterprise “Prozorro”, which supports the operation and development of Ukraine’s electronic public procurement system. In the context of implementing the new Law of Ukraine “On Public Procurement”, the Prozorro team will be directly involved in translating the new legal requirements into business processes, functional requirements and corresponding changes to the electronic procurement system. This work is directly relevant to the EU accession process to meet the closing benchmarks for Chapter 5 “Public Procurement”. The effective functioning of the e-procurement system significantly contributes to transparency and reduced corruption risks in public procurement procedures.

Following the adoption and forthcoming entry into force of the new Law of Ukraine “On Public Procurement” of 27 May 2026 No. 4888-IX, the implementation phase requires coordinated changes in the electronic procurement system. This work includes translating the requirements of the new legislation into business processes, functional and other requirements, technical documentation and corresponding system changes.

To support this work, the EUACI intends to engage a Business Analyst who will work directly with the Prozorro team and provide business and system analysis support for the implementation of changes arising from the new public procurement legislation.

Objective

The activity contributes to mitigation of corruption risks in the area of public procurement by supporting the timely and consistent implementation of a transparent electronic public procurement system aligned with the new procurement legislation.

The sub-objective of this activity is to support Prozorro in translating the requirements of the new Law of Ukraine "On Public Procurement" into business processes, functional and other requirements and technical solutions necessary for their implementation in the Prozorro electronic procurement system.

Scope of work

The Consultant will work closely with the relevant Prozorro counterparts and perform assignments falling within the scope of the Business Analyst role. Specific day-to-day assignments, priorities and sequencing of work will be determined by the designated representative of Prozorro in accordance with operational needs related to the implementation of the new public procurement legislation. Such assignments shall remain within the scope of these Terms of Reference.

The scope of work covers the activities required to achieve the objective of this assignment, including but not limited to:

- identifying, analysing, documenting, agreeing and managing functional and other requirements related to changes in the Prozorro electronic procurement system;
- translating relevant legal and business requirements into functional requirements and structured business processes;
- supporting requirements management through appropriate methods, including preparation of prototypes, user consultations, brainstorming and other relevant methods;
- designing and documenting proposed system changes and new functionality, including benefits, implementation scenarios, opportunities, limitations and risks;
- developing and maintaining technical documentation, including use cases, workflow and data-flow diagrams and other relevant documentation;
- planning and monitoring the implementation of work, communicating with partners and members of the Prozorro team and contributing to the resolution of problematic situations;
- analysing incidents and identified problems, identifying root causes, developing possible workaround solutions and following up on the implementation of agreed fixes;
- demonstrating achieved progress and plans for next steps;
- other tasks as defined by Prozorro in consultations with the EUACI and the Consultant.

Deliverables

Deliverables within the scope of this assignment shall include, but not be limited to, the following:

1. Business requirements, functional requirements, user stories, and acceptance criteria are prepared, maintained, and updated to implement changes resulting from the new Law of Ukraine "On Public Procurement".
2. Business process models, use cases, workflow diagrams, data-flow diagrams and other analytical documentation developed and maintained as required to support solution design and implementation.
3. Functional solution design documentation prepared, including descriptions of proposed system changes, business rules, implementation scenarios, dependencies, assumptions, risks and expected benefits.
4. Requirements identification and validation activities were conducted, including workshops, stakeholder consultations, brainstorming sessions, prototype reviews, and documentation of agreed-upon solutions.
5. Analytical support provided during implementation, including clarification of requirements, analysis of incidents and change requests, identification of root causes, preparation of workaround proposals and support of solution validation.
6. Monthly timesheets and activity reports submitted, summarising completed analytical work, progress achieved, key issues identified and planned activities for the following reporting period.

Key qualifications of BA

General qualifications:

- Bachelor's degree or higher in business administration, economics, statistics, computer science, engineering, or a related field
- At least 3 years of professional experience in business analysis

Adequacy for the assignment:

- Experience in translating business, regulatory and/or legal requirements into functional requirements, business rules, workflows and system specifications
- Experience in developing and maintaining business process models, use cases, user stories, acceptance criteria, workflow diagrams and data-flow diagrams

- Good understanding of software development and implementation lifecycles, including requirements analysis, design, development, testing, acceptance and deployment
- Experience in participating in at least one IT project similar in nature and complexity to this task
- Experience in public procurement, e-procurement or other government digital services would be an advantage
- Experience in projects funded and/or implemented with the support of international donor organizations would be an advantage

Experience with the region and languages:

- Experience working in Ukraine
- Fluent in Ukrainian
- Knowledge of English sufficient to work with technical and design documentation

Budget, timeframe and location

The maximum budget for the assignment is EUR 29,000.

The intended commencement date is the date of signature of the contract with the Consultant. The period of implementation of the contract will be 6 months, with an anticipated level of effort of up to 110 working days.

Payments will be made on a monthly basis based on the agreed and actually performed working days, the delivered products and assessment of their quality.

The Consultant is expected to work in a hybrid format in coordination with the Prozorro team. The contract does not presume covering travel, accommodation or per diems.

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

The Consultant will work under the operational coordination of a designated representative of Prozorro. Prozorro will determine specific assignments and

operational priorities within the Scope of Work and will provide the Consultant with access to the information and relevant team members necessary for the performance of the assignment.

For contractual reporting purposes, the Consultant shall submit a monthly timesheet (to be checked and confirmed by a designated official of Prozorro) and a short monthly activity report covering the work performed during the respective reporting period. A final completion report shall be submitted at the end of the assignment.

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.

How to apply

The deadline for submitting the proposal is 30 September 2026, 18:00 Kyiv time.

All interested candidates should submit:

- completed and signed Appendix 1, including applicant information, a portfolio of relevant projects and work examples, and CV;
- one or two samples or extracts of analytical deliverables previously prepared by the candidate, such as business or functional requirements, user stories, BPMN/UML process models, functional specifications or similar materials relevant to the assignment. The samples may be anonymised or redacted where necessary to protect confidential information.
- financial offer indicating the proposed daily fee.

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

The proposal shall include the aforementioned information and should be submitted within the above deadline to EUACI@um.dk cc to artkar@um.dk indicating the subject line: **Business Analyst for Prozorro Electronic Procurement System**.

You will receive an auto-reply from the EUACI@um.dk mailbox when the offer has been received. If you do not receive an auto-reply, your offer was not received and you should contact the EUACI by phone.

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to artkar@um.dk, not later than 25 September 2026, 18:00 Kyiv time.

Evaluation criteria

The contract will be awarded to the candidate submitting the most economically advantageous offer based on the following criteria. The weights are percentages of the total evaluation score.

No.	Evaluation criterion	Weight
1	Portfolio of relevant projects and work examples	20%
2	Relevant experience, skills and competencies	50%
3	Financial offer	30%

The portfolio will be assessed on the relevance of the previous work described in Appendix 1, the outputs and results presented and the clarity of the candidate's own contribution.

Assessment of the work samples will also consider their clarity, structure, analytical approach and relevance to the tasks under this assignment.

Relevant experience, skills and competencies will be assessed against the Qualifications and Scope of work sections, based on the CV included in Appendix 1 and the information presented in the portfolio.

The financial offer will be assessed based on the proposed daily fee.

Only candidates meeting all mandatory requirements set out in these Terms of Reference will be considered for evaluation.

The evaluation methodology is described in Appendix 2.

Appendix 1: Forms for Letter of Tender Business Analyst for Prozorro Electronic Procurement System

The tenderer must complete the fields below and sign this Appendix before submission.

Name	[insert full name of candidate / name of company, if applicable]
Street and number	[insert postal address]
Postcode	[insert postal code]
City	[insert city]
Country	[insert country]
VAT number (or national identification number)	[insert number]
Internet address	[insert URL, if applicable]
Contact person	[insert name of contact person]
E-mail	[insert e-mail of contact person]

Portfolio of relevant projects and work examples

Describe projects or assignments relevant to the Business Analyst assignment. Relevant examples may include business or functional requirements, user stories, BPMN/UML process models, functional specifications or other analytical deliverables related to the assignment. Duplicate the table as needed. Information and supporting materials may be anonymised or redacted to protect confidential information.

Identify in the portfolio the one or two samples or extracts of analytical deliverables submitted with the application and indicate the project or assignment to which each sample relates.

Project or assignment	[Insert the project or assignment title and briefly describe its context.]
Client or employer and period	[Insert the organisation and the period of your involvement, from month/year to month/year.]
Your role and contribution	[State your role and describe the work you personally performed. For team projects, distinguish your contribution.]
Outputs and results	[Describe the materials or other outputs you produced and the results of your work.]
Work samples or extracts	[Identify the submitted sample or extract and briefly explain your contribution to it.]

Curriculum Vitae for Key Staff

The tenderer is to complete and submit a CV on the format below. Completed CV should not exceed 3 pages.

Assignment	Business Analyst for Prozorro
Proposed position	Business Analyst

1. PERSONAL DATA

Family name:	[insert]
First Name(s):	[insert]

2. EMPLOYMENT RECORD (GENERAL EXPERIENCE)

(Most recent employment first)

Employer's company name	Period of service and length	Position / nature of tasks performed / level of responsibility
[insert]	[insert]	[insert]
[insert]	[insert]	[insert]

3. EDUCATION AND TRAINING

(Most recent completed education and/or training first)

Institution (University, etc.), city and country	Length of education	Date: from (month/year) to (month/year)	Degree/Diploma obtained
[insert]	[insert]	[insert]	[insert]
[insert]	[insert]	[insert]	[insert]

Curriculum Vitae for Key Staff (continued)

4. EXPERIENCE IN THE SPECIFIC FIELD DIRECTLY RELEVANT TO THE ASSIGNMENT AND THE PROPOSED POSITION

Indicate assignments that best illustrate experience relevant to this assignment and the proposed position. Duplicate the block as needed.

Name of assignment	[insert]
Period of service and length: from (month/year) to (month/year)	[insert]
Location	[insert]
Client	[insert]
Main project features	[insert]
Position held	[insert]
Activities performed	[insert]
Obtained results	[insert]

5. LANGUAGE SKILLS OF RELEVANCE TO THE ASSIGNMENT

Language	Formal education	Understanding level	Speaking level	Writing level
[insert]	[insert]	[insert]	[insert]	[insert]
[insert]	[insert]	[insert]	[insert]	[insert]

6. OTHER INFORMATION OF RELEVANCE TO THE ASSIGNMENT

[insert, if relevant]

I confirm that the information provided in this Appendix is accurate and complete.

Date: [insert date]	Signature: [sign here]
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Appendix 2: Method of Evaluation

	A	B	C	D	E	F
1	Contract title: Business Analyst for Prozorro					
2	Maximum budget:		€ 29,000.00	Evaluation Form		
3						
4	Calculation of score for the financial proposals	Bidder	Proposed daily fee, EUR net of VAT	Financial score		
5		Tenderer 1				
6		Tenderer 2				
7		Tenderer 3				
8						
9						
10	#	Criteria	Weight	Tenderer 1	Tenderer 2	Tenderer 3
11	1	Portfolio of relevant projects and work examples	20%	▼	▼	▼
12	2	Relevant experience, skills and competencies	50%	▼	▼	▼
13	3	Financial offer	30%			
14	Final score					
15	Method of Evaluation					
16	The most economically advantageous tender will be identified based on the award criterion "best price-quality ratio" and the award criteria above.					
17	A numerical score is allocated to each of the sub-criteria in relation to Quality depending on the assessed level of performance on a scale from 0 (Unacceptable) to 8 (Exceptional).					
18	The responsible unit will calculate the total score of the tender by weighting and adding the points in relation to Quality and the points in relation to Price. The tender with the highest score is deemed as the most economically advantageous tender and will be awarded the contract.					
19	8: Exceptional		4: Satisfactory		0: Unacceptable	
20	7: Very Good		3: Below Expectations			
21	6: Good		2: Poor			
22	5: Above Expectations		1: Very Poor			
23	In the evaluation of Quality, the responsible unit will consider the extent to which the tender fulfils the requirements and wishes listed in the ToR, on the basis of Appendix 1. The points are awarded individually; no tender is guaranteed maximum points and two or more tenders may receive the same number of points.					
24	For the Business Analyst, the portfolio assessment also considers the clarity, structure, analytical approach and relevance of the submitted analytical samples. Points in relation to Price = lowest valid daily fee × 8 / candidate's daily fee. The Financial Offer is assessed on the proposed daily fee, as required by the ToR.					