

10 September 2026

TERMS OF REFERENCE

Junior Project Manager 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 Junior Project Manager who will work directly with the Prozorro team and provide coordination and project management 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 is to strengthen the ability of Prozorro to provide comprehensive planning, coordination, and organizational and analytical support for activities related to the implementation of new legislation in the field of public procurement in the electronic procurement system, including the preparation of necessary project documentation, as well as timely identification of risks and issues requiring management decisions.

Scope of work

The Consultant will work closely with the relevant Prozorro counterparts and perform assignments falling within the scope of the Junior Project Manager 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:

- developing and maintaining up-to-date project implementation plans related to the implementation of the new Law;
- participating in the preparation of concepts, project descriptions in the technical infrastructure database and implementation plans for the relevant projects;
- analysing public procurement legislation and preparing structured reference, analytical and comparative materials;
- participating in the review of draft regulatory legal acts and preparing proposals and comments within the competence of Prozorro;
- supporting coordination between the legal, business analysis, product and technical workstreams;
- organising working meetings, including preparation of agendas and materials and follow-up on agreed actions;
- 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. Prepared project implementation plans related to the implementation of the provisions of the new Law.
2. Prepared materials for the development of concepts, project descriptions, and implementation plans for changes in the electronic procurement system.
3. Prepared analytical, comparative, and reference materials on public procurement legislation.
4. Prepared and agreed proposals and comments on draft regulatory legal acts within the framework of the specified tasks.
5. Prepared agendas, meeting minutes, and lists of follow-up actions based on the results of such meetings.
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

General qualifications:

- At least bachelor degree in management, economics, law, public administration, information technology, analytics or other related specialty
- At least 1 year of work experience or participation in projects in the field of project administration, business analysis, IT

Adequacy for the assignment:

- Good understanding of project management principles and tools
- Experience in developing and maintaining project plans, tracking progress, actions, deadlines and deliverables
- Experience in preparing project documentation, reports, meeting materials, minutes and action trackers
- Experience in organising meetings, preparing agendas and materials, documenting decisions and following up on agreed actions

- Ability to coordinate activities across different teams and stakeholders, including legal, business, product and technical functions
- Ability to identify and escalate risks, issues, dependencies and decisions requiring management attention
- 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 total budget for this assignment is EUR 7,900.

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;
- 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: **Junior Project Manager 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.

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

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 Junior Project Manager assignment. Relevant examples may include project implementation plans, coordination documents, meeting materials, action logs, analytical or comparative materials or comments on draft regulatory legal acts. Duplicate the table as needed. Information and supporting materials may be anonymised or redacted to protect confidential information.

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.]
Supporting materials	[Identify any attached materials or links, if available.]

Curriculum Vitae for Key Staff

The tenderer is to complete and submit a CV for the proposed key expert based on the format below. Each completed CV should not exceed 3 pages.

Assignment	Junior Project Manager for Prozorro
Proposed position	Junior Project Manager

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: Junior Project Manager for Prozorro					
2	Maximum budget:		€ 7,900.00	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	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.					