

Terms of Reference

Consultant for development of Dnipro Digital Transformation Strategy 2027-2035

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 initiative is divided in two parallel streams:

- **Stream 1. Reconstruction governance and construction sector reform, municipal support and participation.** Stream 1 is composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation).
- **Stream 2. Institutional strengthening of SARDI ecosystem and major municipalities.** Stream 2 gathers the Ministry of Foreign Affairs of Denmark (Lead Organisation) and CPVA (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, 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.

Within this framework, EU4Reconstruction places particular emphasis on strengthening the institutional capacity of major Ukrainian municipalities to plan, prioritise and manage reconstruction and long-term development in a coordinated, sustainable and investment-oriented manner. For municipalities such as Dnipro, effective digital systems, data, integrated services and secure digital infrastructure can improve the efficiency and resilience of municipal governance, support evidence-based planning and investment decisions, enhance transparency and citizen engagement, and improve the delivery of public services.

Digital Transformation of Dnipro

Dnipro is a major Ukrainian city and an important administrative, economic, industrial, medical, humanitarian and logistics centre of central-eastern Ukraine. The war has significantly affected the city's operating environment, increasing the importance of resilient, transparent and efficient municipal governance and service delivery.

In this context, digital transformation is a cross-cutting enabler of the city's development and recovery. Effective use of digital technologies, data, electronic services, interoperable information systems and digital infrastructure can strengthen the capacity of the Dnipro City Council to manage development

processes, improve municipal services, support evidence-based decision-making, enhance transparency and accountability, and increase the resilience of municipal operations.

Dnipro has already established a substantial digital foundation, including municipal ERP and service management systems, sectoral information systems and registries, electronic services and citizen platforms, the «ЄДіпро» mobile application, integrations with national information resources, and digital infrastructure and cybersecurity arrangements. The City Council, particularly its Department of Information Technologies, has also accumulated significant technical, institutional and regulatory experience and developed a vision for further digitalisation of municipal management and services.

The Dnipro Development Strategy 2027–2037 is currently under preparation and will provide the overarching framework for the city's development and recovery. As the Digital Transformation Strategy 2027–2035 will be prepared before the Development Strategy is finalised, it should not duplicate or establish a separate development agenda. Instead, it should anticipate the emerging development priorities and establish the digital, institutional and operational capacities required to support their implementation.

The Digital Transformation Strategy should define how digital technologies, data, information systems, electronic services and related institutional capacities can strengthen the City's ability to plan, coordinate, implement and monitor its development and recovery priorities. Key areas should include digitalisation of municipal services and internal processes, data-driven decision-making, interoperability and integration of information systems, digital accessibility, transparency and citizen engagement, cybersecurity and digital resilience, Smart City solutions, and digital support to recovery and investment management.

The assignment should build on the City's existing digital transformation vision, plans and accumulated technical work rather than develop a new vision from scratch. The Consultant shall systematise, verify and operationalise existing work, assess it against the emerging priorities of the Dnipro Development Strategy, and develop a prioritised portfolio of digital initiatives, implementation roadmap, governance arrangements, resource and financing framework, and measurable results.

The resulting Digital Transformation Strategy should serve as a practical enabling instrument for the Dnipro City Council, strengthening the capacity of the City Council and its executive bodies to coordinate, finance, implement and monitor digital initiatives supporting the city's development and recovery. It should remain sufficiently flexible to be aligned, where necessary, with the final Dnipro Development Strategy 2027–2037 once adopted.

The assignment is designed to avoid unnecessary duplication of existing work. The Consultant shall make full use of available municipal materials, including the emerging Development Strategy, existing digitalisation plans and technical documentation, undertake targeted verification and consultations, and focus on developing a practical framework that strengthens the City's digital capacities and supports implementation of its broader development priorities.

Objective and Purpose

The objective of the assignment is to support the Dnipro City Council in developing an implementation-oriented Digital Transformation Strategy of Dnipro 2027–2035, building on existing municipal digitalisation efforts and strengthening the City's capacity to implement its development and recovery priorities.

As the Dnipro Development Strategy 2027–2037 will still be under preparation when the Digital Transformation Strategy is developed, the assignment shall take into account its emerging priorities and strategic directions, without duplicating or pre-empting the final Development Strategy. The Digital Transformation Strategy shall establish the digital, institutional and operational capacities needed to support implementation of the City's broader development agenda and remain flexible for subsequent alignment with the adopted Development Strategy.

The Strategy shall also take into account relevant priorities, standards and requirements of the national digitalisation policy of Ukraine. In particular, it shall promote interoperability, common standards and integration of municipal digital systems with relevant national information systems and digital infrastructure, where applicable.

In particular, the assignment shall:

- systematise and verify existing municipal digitalisation work and the existing vision, avoiding duplication of completed or ongoing initiatives;
- establish a clear overview of the City's existing and planned digital architecture and ecosystem, including digital services, applications, registries, data systems, infrastructure, integrations and other digital solutions, identifying areas already covered and critical remaining gaps;
- use the indicators and data of the national Digital Transformation Index as a baseline for assessing the City's current level of digital transformation, identifying areas for improvement and informing the Strategy's monitoring framework and KPIs;
- take into account the existing Municipal Informatization Programme (Програма інформатизації), where applicable, as an important instrument for planning and prioritising municipal digital investments and expenditure;
- identify strategic priorities and objectives for digital transformation for 2027–2035, taking into account the emerging priorities of the Dnipro Development Strategy 2027–2037 and relevant national digitalisation policies;
- define priorities for data governance, including data quality, data exchange, interoperability, open data and the development of data-driven municipal services and solutions;
- assess and, where necessary, clarify the institutional model for digital transformation, including the roles and responsibilities of the Chief Digital Transformation Officer (CDTO), the Department of Information Technologies, municipal enterprises and other relevant entities, as well as mechanisms for cooperation with other City Council departments and executive bodies;

- identify and prioritise digital transformation initiatives, including the potential application of artificial intelligence and other emerging technologies for municipal management and service delivery, defining expected results, responsibilities, sequencing, resource needs and financing opportunities;
- develop an implementation roadmap and measurable performance indicators, linked to municipal planning, budgeting, investment and project preparation processes;
- establish practical governance, coordination, monitoring and review arrangements for implementation, including a mechanism for periodic review and updating of the Strategy; and
- prepare a final, approval-ready Strategy package in Ukrainian and English by 31 December 2026.

The final Strategy shall serve as a practical enabling instrument for the Dnipro City Council, strengthening its capacity to prioritise, coordinate, finance, implement and monitor digital initiatives that support the City's development and recovery priorities. It shall provide a coherent framework for the City's digital ecosystem, clarify institutional responsibilities, support evidence-based digital investment decisions and provide a basis for regular monitoring and further alignment with the Dnipro Development Strategy 2027–2037 once adopted.

Scope of Work

The Consultant shall, over a three-month assignment, build on the City's existing digital transformation work to prepare the Digital Transformation Strategy of Dnipro 2027–2035. The assignment shall focus on targeted verification, strategic structuring and operationalisation of existing work, rather than conducting a comprehensive new audit or developing a digital transformation vision from scratch.

As the Dnipro Development Strategy 2027–2037 will be under preparation during the assignment, the Consultant shall take into account its emerging strategic directions and priorities. The Digital Transformation Strategy shall focus on establishing the digital and institutional capacities needed to support implementation of the City's broader development and recovery agenda and shall remain sufficiently flexible for alignment with the adopted Development Strategy.

The scope of work shall include the following tasks:

Task 1. Inception and verification of existing digital transformation work

The Consultant shall review existing municipal digital transformation work and prepare an Inception Report and detailed work plan. The review shall cover relevant municipal decisions, regulations, technical and project documentation, existing initiatives and planned developments related to the ERP system, «ЄДІПРО» mobile application, registries, electronic services, data, system integrations, digital infrastructure and cybersecurity.

The review shall also include, where applicable, the existing Municipal Informatization Programme (Програма інформатизації), related municipal decisions and other instruments used by the City to plan, prioritise and finance digitalisation initiatives.

The Consultant shall map and systematise the City's existing digital solutions and their relationships, including major information systems, applications, registries, digital services, data sources, infrastructure and integrations. The purpose shall be to establish a clear picture of the City's digital architecture and

ecosystem, identify which municipal needs and functions are already supported by existing solutions, and identify critical gaps, overlaps, fragmentation or integration needs.

The Consultant shall review the City's current data governance arrangements, including data ownership and responsibilities, data quality, data exchange and interoperability, access to data, open data practices and the use of data for evidence-based decision-making and digital services.

The Consultant shall use available results and indicators of the national Digital Transformation Index as a baseline for the Strategy. The analysis shall identify the City's current position, relevant trends and areas where further improvement is required. The Digital Transformation Index and other available baseline data shall be considered when defining the Strategy's objectives, targets, KPIs and monitoring arrangements.

The Consultant shall review relevant national digitalisation policies, strategies, standards and regulatory requirements applicable to municipalities. The review shall identify key requirements and opportunities for alignment, including interoperability and integration with relevant national systems and digital infrastructure.

The Consultant shall also assess the existing institutional model for digital transformation, including the roles of the CDTO, Department of Information Technologies, municipal enterprises and other relevant entities. The assessment shall consider whether responsibilities, decision-making authority, coordination mechanisms and cooperation with other City Council departments are sufficiently clear to support implementation of the Strategy.

The Consultant shall review the emerging priorities and strategic directions of the Dnipro Development Strategy 2027–2037 to identify areas where digital capacities and solutions can support their future implementation.

The review shall identify only critical information gaps affecting strategic decisions and shall not duplicate existing audits, assessments or analytical work undertaken by the City or other partners.

Validation: An initial working meeting shall be held in Dnipro with the Department of Information Technologies and relevant executive bodies. The Inception Report, key findings, digital ecosystem mapping, baseline assessment and proposed approach shall be validated with the Department and relevant owners of systems and processes.

Task 2. Development of the Digital Transformation Strategy 2027–2035

Based on the existing groundwork, baseline assessment, digital architecture and emerging development priorities, the Consultant shall develop the Strategy's mission, principles, strategic objectives and priority directions.

The Strategy shall define the required development of the City's digital ecosystem, including:

- digital architecture and interoperability of municipal information systems;
- data governance, data quality, data exchange and open data;
- electronic and digital public services and digital accessibility;
- digital governance and internal municipal processes;
- cybersecurity, digital resilience and continuity of municipal operations;
- Smart City solutions and digital infrastructure;
- digital support for strategic planning, public investment, recovery and development management;
- responsible application of artificial intelligence and other emerging technologies for municipal management, service delivery, analysis and decision-making; and

- institutional capacity and governance arrangements required to manage digital transformation.

The Strategy shall establish how digital transformation can strengthen the City's capacity to plan, coordinate, implement and monitor its development and recovery priorities, while avoiding the creation of a separate development agenda.

Where new digital solutions are proposed, the Strategy shall consider their interoperability with existing municipal systems and relevant national information systems, compatibility with applicable standards and the avoidance of unnecessary duplication or fragmentation.

The Strategy shall take into account the existing Municipal Informatization Programme and other relevant municipal planning and financing instruments, ensuring that the Strategy provides a strategic framework for prioritising and sequencing digital investments rather than creating a parallel planning system.

The Strategy shall also identify opportunities for data-driven decision-making, the use of open data and the responsible application of AI and other emerging technologies, taking into account institutional capacity, data availability, cybersecurity, ethics and applicable regulatory requirements.

The Strategy shall be designed so that its priorities can be further aligned with the final Dnipro Development Strategy 2027–2037 once adopted.

Validation: Targeted working sessions shall be organised with relevant municipal stakeholders to discuss and refine the strategic framework. The draft framework shall be validated with the City Council leadership, Department of Information Technologies, CDTO, key executive bodies, municipal enterprises and the EU4Reconstruction team. Intermediate work may be conducted online.

Task 3. Prioritised initiative portfolio and implementation roadmap

The Consultant shall translate the existing digital transformation vision, the Municipal Informatization Programme, identified digital gaps and emerging development priorities into a prioritised portfolio of digital transformation initiatives supporting the City's development and recovery objectives.

For priority initiatives, the Consultant shall define:

- the problem or municipal need addressed;
- expected results and contribution to strategic objectives;
- responsible entity and relevant cooperating entities;
- dependencies on existing systems, data, infrastructure or regulatory requirements;
- interoperability and integration requirements;
- sequencing and indicative implementation period;
- indicative resource and financing requirements;
- potential financing sources and financing instruments;
- implementation risks and mitigation measures;
- relevant baseline and target indicators; and
- relevant KPIs for monitoring results.

The portfolio shall distinguish, where appropriate, between initiatives that can be implemented using existing systems and capacities, initiatives requiring upgrades or integration of existing systems, and initiatives requiring new digital solutions.

The Consultant shall develop a detailed first implementation phase and a high-level roadmap to 2035, linked where relevant to municipal planning, budgeting, the Municipal Informatization Programme, public investment planning and recovery projects.

The roadmap shall provide a practical basis for implementation and future alignment with the adopted Development Strategy. It shall also provide a basis for prioritising digital investments through the City's annual and medium-term planning and budgeting processes.

The Consultant shall propose a monitoring framework based on the established baseline, including relevant indicators from the national Digital Transformation Index where appropriate, complemented by City-specific KPIs. The framework shall define indicators, baseline values, targets, data sources, frequency of measurement and responsible entities.

The Consultant shall also propose a practical mechanism for periodic monitoring and review of the Strategy, including the frequency of reviews, institutional responsibility, reporting arrangements and circumstances that may trigger an update of strategic priorities or the implementation roadmap.

Validation: The portfolio, monitoring framework and roadmap shall be validated with the Department of Information Technologies, relevant executive bodies, the financial and economic units of the City Council, responsible entities for the Municipal Informatization Programme and the EU4Reconstruction team.

Task 4. Finalisation and preparation for official consideration

The Consultant shall consolidate the Strategy and supporting materials, facilitate validation with relevant municipal stakeholders, address consolidated comments and ensure consistency between strategic objectives, digital architecture, initiatives, roadmap, indicators, responsibilities, governance arrangements and resource requirements.

The Consultant shall ensure that the final Strategy clearly establishes:

- the City's digital transformation priorities for 2027–2035;
- the relationship between existing digital solutions and the proposed digital architecture;
- institutional roles and coordination mechanisms;
- priorities for data governance and interoperability;
- the priority portfolio of digital initiatives;
- implementation and financing arrangements;
- the monitoring and KPI framework;
- the mechanism for periodic monitoring, review and updating of the Strategy; and
- the relationship between the Digital Transformation Strategy, the Municipal Informatization Programme and the Dnipro Development Strategy 2027–2037.

The final Strategy package, including relevant annexes, shall be prepared in Ukrainian and English and submitted in a form suitable for official consideration by the City Council no later than 31 December 2026.

Validation: A final presentation and validation session shall be organised in person in Dnipro. The final package shall be accepted by EU4Reconstruction following confirmation by the Dnipro City Council that consolidated comments have been addressed and that the Strategy is ready for official consideration.

Deliverables

The Consultant shall prepare and submit the following deliverables, covering the inception and verification of existing municipal digital transformation work, development of the Digital Transformation Strategy of Dnipro 2027–2035, preparation of a prioritised digital transformation initiative portfolio and implementation roadmap, and finalisation of the Strategy and its supporting materials for official consideration by the Dnipro City Council.

Table 1: Summary of specific deliverables/outputs and the tentative timeline for delivery.

No.	Deliverable / Output	Deadline	Notes
1	Inception Report and Detailed Work Plan	End of Week 1	Defines the scope and methodology of the assignment, work schedule, key stakeholders and roles, existing information base, consultation and validation arrangements, procedure for submission and consolidation of comments, and key milestones.
2	Verification Report and Agreed Structure of the Digital Transformation Strategy	End of Week 3	Summarises the verified baseline and existing municipal digitalisation work, distinguishes existing and planned activities, identifies only critical information gaps, and presents the agreed structure and approach for the Strategy.
3	First Full Draft of the Digital Transformation Strategy 2027–2035, Priority Initiative Portfolio, Implementation Roadmap and KPIs	End of Week 6	Complete substantive draft covering all key sections, including strategic objectives and priorities, prioritised digital transformation initiatives, implementation roadmap, responsibilities, indicative resource and financing needs, governance arrangements and KPIs. The draft shall be suitable for comprehensive stakeholder review.
4	Validation Materials and Revised Draft Strategy Package	End of Week 8	Includes presentation materials, record of validation discussions and decisions, consolidated comments matrix, and revised Strategy, initiative portfolio, roadmap, KPIs and supporting materials reflecting agreed comments.

5	Final Digital Transformation Strategy of Dnipro 2027–2035 and Complete Set of Annexes	No later than 31 December 2026	Final Ukrainian and English versions, prepared in a form suitable for official consideration by the Dnipro City Council, including the prioritised initiative portfolio, implementation roadmap, KPIs, implementation governance model and final comments matrix.
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Qualification and Competence of Staff

The Consultant shall provide a **multidisciplinary team of key experts** with the combined qualifications and experience required to develop and operationalise the Digital Transformation Strategy of Dnipro 2027–2035.

The team shall collectively cover, at a minimum, the following areas of expertise:

- strategic planning and digital transformation in local government;
- municipal digital architecture, electronic services, data, interoperability, information systems and cyber resilience; and
- development and prioritisation of digital initiative portfolios, implementation roadmaps, KPIs, and links to public investment, budgeting and recovery.

The Consultant shall propose **at least two (2) key experts**. One person may perform more than one role, provided that the proposed team structure ensures adequate coverage of all functions required under these Terms of Reference and sufficient availability to complete the assignment by **31 December 2026**.

The Consultant may propose additional experts where this is justified by the methodology and required for the effective delivery of specific components of the assignment.

The team shall ensure sufficient availability throughout the assignment for analytical work, preparation and revision of deliverables, stakeholder consultations, onsite missions to Dnipro, workshops, strategic sessions, validation activities and finalisation of the Strategy.

Team Leader / Lead Expert in Digital Strategy

Criterion	Minimum Requirements	Preferred Qualifications
General qualifications	University degree; at least 10 years of professional experience ; fluent Ukrainian or English and working proficiency in the other language.	Postgraduate qualification or professional certification in strategic management, digital transformation or project/programme management.
Relevant experience	At least 5 years of experience in strategic planning, digital transformation or management of complex programmes in the public sector.	Experience leading the development of strategies for major cities, regions or public institutions.

Thematic expertise	Demonstrated experience in developing strategic objectives, initiative portfolios, implementation roadmaps, KPIs and implementation mechanisms.	Experience related to recovery, public investment, donor programmes or institutional development of municipalities.
International experience	Experience working with international partners, technical assistance programmes or international development projects.	Experience working with EU institutions or municipalities in EU Member States.
Ukraine and language experience	Practical understanding of Ukrainian local government and municipal management; fluent Ukrainian and English sufficient for preparation and coordination of deliverables.	Experience working with major Ukrainian cities, particularly in the context of recovery and/or martial law.

Expert in Municipal Digital Transformation and Implementation

Criterion	Minimum Requirements	Preferred Qualifications
General qualifications	University degree; at least 7 years of relevant professional experience .	Professional certification in digital architecture, data management, project/product management or information security.
Relevant experience	Practical experience in digitalisation of municipal or public-sector processes, electronic services, information systems and/or system integration.	Experience with municipal ERP platforms, registries, mobile applications, GIS or Smart City solutions.
Thematic expertise	Experience in developing digital initiative portfolios, implementation phases, KPIs, dependencies and resource requirements.	Expertise in data management, interoperability, cyber resilience, digital accessibility and information-system lifecycle management.
International experience	Experience applying international approaches to digital governance or participating in technical assistance projects.	Experience adapting EU or other international digital-government practices to Ukrainian municipal conditions.

Ukraine and language experience	Understanding of the legal and practical framework for digitalisation in Ukrainian local government; fluent Ukrainian and working English.	Experience working with major Ukrainian cities and/or recovery-related digital transformation projects.
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Additional Experts

The Consultant may mobilise additional short-term experts where required to strengthen specific components of the assignment. Such expertise may include, as relevant, **digital architecture, data management, cybersecurity, electronic services, digital accessibility, Smart City solutions, artificial intelligence, financial and investment planning, communications, translation/editing or legal expertise.**

The involvement of additional experts shall be directly linked to specific deliverables or tasks and shall not unnecessarily complicate team management or coordination.

Additional experts shall meet the following general requirements:

Criterion	Minimum Requirements	Preferred Qualifications
Qualifications	Relevant university degree, professional training or demonstrated practical expertise in the relevant field.	Professional certification or recognised sector-specific expertise.
Relevant experience	At least 5 years of relevant experience and at least two completed assignments relevant to the proposed role.	Experience working with local governments, major municipalities or complex digital systems.
International experience	Not mandatory unless specifically required for the proposed role.	Experience with international technical assistance programmes or application of EU practices.
Languages	Ukrainian or English at a level sufficient to perform the relevant role; the team shall ensure the quality of both language versions of the deliverables.	Working proficiency in both Ukrainian and English.

Team Structure, Availability and Interdisciplinary Cooperation

The Consultant shall ensure that the proposed team operates as **one integrated multidisciplinary team**, rather than as a collection of separate thematic experts.

The proposed methodology and team structure shall demonstrate:

- unified team leadership and a common work programme and calendar;
- parallel work across the strategic, digital/technical and implementation dimensions of the assignment;
- common templates and approaches for developing and documenting strategic objectives, initiatives, KPIs and implementation measures;
- regular integration and quality assurance of outputs across areas of expertise;
- rapid and coordinated processing of consolidated comments from the City Council and EU4Reconstruction;
- clear allocation of responsibilities and accountability for the completeness and consistency of the final Strategy; and
- coordinated preparation and quality assurance of the **Ukrainian and English versions**.

The Team Leader and relevant key experts shall be **continuously and substantively engaged throughout the assignment**, in particular during the initial verification, preparation of the first full draft, validation process and finalisation of the Strategy.

The Consultant shall ensure that the proposed team has sufficient availability to meet the required delivery schedule and undertake the necessary **onsite missions to Dnipro**, including the initial working meeting, targeted consultations and final validation, subject to applicable security conditions.

Budget and timeframe

The assignment is expected to be implemented over a period of approximately **two months**, with the final deliverables to be completed no later than **31 December 2026**.

The Consultant shall propose an appropriate team composition and allocation of expert inputs to deliver the assignment. Given the substantial body of existing municipal digitalisation work and documentation, the assignment shall focus on verification, strategic structuring, prioritisation and operationalisation of existing work rather than a comprehensive new digital maturity assessment or technical audit.

The indicative level of effort is **up to 50 expert working days** in total. The Consultant may propose an appropriate allocation of working days among team members, provided that the proposed inputs are justified by the methodology and sufficient to deliver all outputs within the required timeframe.

The **maximum budget available for the assignment is EUR 30,000, exclusive of VAT**. The budget shall cover all costs necessary for the successful completion of the assignment, including professional fees, meetings and workshops unless otherwise specified in the contract.

Payments under the Contract shall be made in two instalments upon satisfactory completion and approval of key deliverables by EU4Reconstruction:

- an **advance payment of 30%** of the total Contract Price shall be made upon approval of the **Inception Report and Work Plan**, confirming the methodology, implementation approach, stakeholder engagement plan, and detailed work schedule;
- a **final payment of 70%** of the total Contract Price shall be made upon approval of the **final consolidated deliverables**, including the validated system models, functional and technical

requirements, implementation roadmaps, and final presentation, incorporating feedback from stakeholder consultations and validation sessions.

Methodology

The Consultant shall propose a clear, practical and implementation-oriented methodology for preparing the Digital Transformation Strategy of Dnipro 2027–2035. The methodology shall reflect the short implementation period, build on the substantial body of existing municipal work, and ensure that the Strategy strengthens the City's capacity to implement its broader development and recovery priorities.

Minimum Methodological Requirements

The proposed methodology shall, at a minimum:

- **Build on existing municipal work** by using the Dnipro City Council's existing digital transformation vision, plans, documentation and initiatives as the starting point, without redeveloping the vision from scratch or duplicating completed work;
- **Apply targeted verification and data collection**, focusing on the information and evidence necessary to address critical gaps and support strategic decisions;
- **Take into account the emerging priorities of the Dnipro Development Strategy 2027–2037**, identifying how digital capacities and initiatives can support its future implementation, while avoiding the creation of a parallel development agenda;
- **Develop the Strategy components in an integrated manner**, including the strategic framework, prioritised initiative portfolio, implementation roadmap, governance arrangements, resource and financing framework, and KPI system;
- **Ensure regular coordination and short feedback cycles** with the Department of Information Technologies and other relevant municipal stakeholders, including timely submission of working materials and incorporation of agreed comments;
- **Ensure traceability and internal consistency** by maintaining clear links between existing municipal materials, verification findings, stakeholder input, strategic objectives, proposed initiatives, indicators, implementation arrangements and final decisions;
- **Ensure future compatibility with the Development Strategy**, allowing the Digital Transformation Strategy to be aligned or updated, where necessary, once the Dnipro Development Strategy 2027–2037 is adopted; and
- **Use an implementation-oriented approach**, ensuring that the final Strategy can be used by the City Council for prioritisation, budgeting, investment planning, financing, implementation and monitoring of digital transformation initiatives.

Preferred Methodological Approaches

As part of the technical evaluation, EU4Reconstruction (Stream 2) will assess the extent to which the proposed methodology demonstrates:

- Relevant practical experience in developing implementation-oriented digital transformation strategies for cities, municipalities or regions within constrained timeframes;
- Ability to operationalise existing work, including transforming an existing digital transformation vision, plans and portfolio of ideas into a coherent and prioritised Strategy;
- Application of relevant public-sector digital management approaches, including portfolio management, data management, interoperability and digital architecture;

- Integration with municipal management and investment processes, including links between digital initiatives and development and recovery planning, public investment management, budgeting, project preparation and financing;
- Attention to governance, transparency and accountability, including the use of digital solutions to strengthen institutional coordination, evidence-based decision-making, citizen engagement and municipal service delivery; and
- Practicality and feasibility of the proposed approach, including realistic sequencing, clear responsibilities, resource requirements, risk management and measurable results within the three-month implementation period.

The methodology shall clearly describe the proposed approach, key activities and sequencing, stakeholder engagement and validation arrangements, allocation of responsibilities within the Consultant's team, quality assurance mechanisms, and the approach to managing and incorporating comments on deliverables.

Management

The assignment shall be implemented under the overall management of the **EU4Reconstruction team**, responsible for strategic oversight, coordination and review of the Consultant's outputs.

The Consultant shall appoint a **Team Leader** responsible for overall task management, coordination of the multidisciplinary team, quality and consistency of outputs, communication with EU4Reconstruction and the Dnipro City Council, and timely submission of all deliverables.

The Consultant shall work in close cooperation with the **Dnipro City Council**, in particular the Department of Information Technologies, which will facilitate access to relevant existing documentation and municipal expertise. Relevant executive bodies and municipal enterprises shall participate in targeted consultations and validation of the Strategy.

The Consultant shall report to a designated representative of EU4Reconstruction, who will act as the main contact point for contractual, technical and administrative matters. All deliverables shall be submitted to EU4Reconstruction for technical review and, where appropriate, shared with the City Council and relevant stakeholders for comments and validation.

The Consultant shall maintain regular communication with EU4Reconstruction throughout the assignment, promptly address consolidated comments, and ensure that the final Strategy is internally consistent, evidence-based and ready for official consideration by the Dnipro City Council **no later than 31 December 2026**.

The Team Leader and relevant key experts shall remain substantively engaged throughout the assignment, particularly during verification, preparation of the first full draft, validation and finalisation.

How to apply

Interested candidates are invited to submit the following documents in English language:

- Completed [Annex 1](#), including: CV for Key staff and Technical Proposal / Methodology
- Financial offer ([Annex 2, forms 1 and 2](#)) in EUR, including daily fee and other related expenses, with calculation of a maximum working days.

Applications shall be submitted by email to **eu4r@um.dk**, with a copy to **maksym@um.dk**, indicating the subject line: **"Dnipro Digital Transformation Strategy_NAME"**.

Incomplete applications or those not submitted in accordance with the instructions above will not be considered.

The deadline for submission is **26 October 2026, 18:00 (Kyiv time)**.

Requests for clarification may be sent to **eu4r@um.dk**, with a copy to **maksym@um.dk** no later than **23 October 2026, 18:00 (Kyiv time)**.

Applicants are advised to ensure successful delivery of their application by confirming receipt of an automatic reply from the email system.

Working language for the application: English.

Evaluation criteria

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	Professional qualifications and experience	60%
2	Technical Proposal / Methodology	20%
3	Proposed budget	20%