



Terms of Reference (TOR)

for the provision of services

a consultant or consulting company for the
description of the business processes of the
municipal enterprise "Mykolaivvodokanal" in the
field of warehouse management

Danish Refugee Council (DRC) Ukraine

1. Who we are?

Founded in 1956, the Danish Refugee Council (DRC) is a leading international non-governmental organization and one of the few with specific expertise in the field of forced displacement. Working in 40 countries worldwide with 9,000 staff and supported by 7,500 volunteers, DRC protects, advocates for and builds sustainable futures for refugees and other people and communities affected by displacement. DRC works in all phases of displacement: During an acute crisis, during displacement, during settlement and integration in a new location or after return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in achieving self-reliance and integration into host societies; and works with civil society and responsible authorities to promote rights and peaceful coexistence.

DRC intends to conclude an agreement with an external consultant to provide consulting services on the description of the internal management processes of the KP "Mykolaivvodokanal" in the field of warehouse management.

2. Purpose of the consultancy

Municipal enterprise "Mykolaivvodokanal" is a housing and communal services enterprise, founded in 2001, which provides centralized water supply and wastewater disposal for the city of Mykolaiv. It serves over 480,000 residents, including residential, industrial and public sectors.

The enterprise has about 1,200 employees and operates over 900 km of water supply networks and 600 km of sewage networks, as well as pumping stations, treatment plants and logistics infrastructure.

"Mykolaivvodokanal" is currently implementing modernization and efficiency improvement projects with the support of international partners, such as the European Investment Bank (EIB) and the United States Agency for International Development (USAID).

Organizational complexity:

Mykolaivvodokanal manages a large infrastructure network and a wide range of internal processes, especially in the field of warehouse logistics, which requires systematic control and a clear description of procedures.

Strategic reforms:

As part of the EUACI "Cities of Integrity" program, the company passed an integrity assessment in 2024 and is currently implementing a reform roadmap developed with the participation of Deloitte and EUACI experts.

Motivation for describing processes:

This consultation is aimed at supporting:

- Standardization of warehouse operations
- Improvement of material resource management
- Ensuring transparency and accountability at all stages of the warehouse cycle

3. Background

General information about the company

The municipal enterprise "Mykolaivvodokanal" is one of the largest water supply enterprises in the city of Mykolaiv, which provides centralized water supply and wastewater disposal for the population, enterprises and organizations. The enterprise has a complex infrastructure, including pumping stations, treatment plants, pipeline networks and warehouses, which require effective management.

Features of the activities of the KP "Mykolaivvodokanal"

- A large number of internal processes related to accounting, storage and movement of materials and equipment.
- A high level of responsibility for uninterrupted water supply and environmental safety.
- The need to comply with standards of transparency, efficiency and accountability in resource management.

Context of cooperation with EUACI

Within the framework of the European Union Anti-Corruption Initiative (EUACI), the KP "Mykolaivvodokanal" participates in the "Cities of Integrity" program, which is aimed at increasing transparency, efficiency and integrity in the work of municipal enterprises. In 2024, the enterprise passed an integrity assessment based on 87 indicators in 9 key areas, including procurement, ethical standards and financial reporting.

Motivation for describing processes

Within the framework of the implementation of the reform roadmap developed with the participation of Deloitte and EUACI experts, the KP "Mykolaivvodokanal" seeks to introduce modern approaches to process management, in particular in the field of warehouse logistics. The description of processes in the format of RACI matrices, graphic diagrams and text regulations will allow:

- Standardize internal procedures.

- Increase the efficiency of material resource management.
- Ensure transparency and control at all stages of the logistics cycle.

4. Purpose of services

Engage a consultant to analyze, describe and structure warehouse management processes in order to:

- Increase transparency and efficiency
- Standardize internal procedures
- Prepare for optimization and automation

Expected results:

- Conduct interviews with warehouse personnel
- Collect and analyze internal procedures
- Provide documentation in three formats:
 1. RASCI matrix
 2. Process diagrams (BPMN or flowcharts)
 3. Text descriptions of processes.

5. Scope of work and methodology

General goal Providing services for describing the internal processes of warehouse management at the KP "Mykolaivvodokanal" by conducting offline meetings, collecting information and formalizing procedures in accordance with the principles of transparency, efficiency and integrity provided for by the EUACI initiative.

Main stages of work

1. Preparatory stage

- Getting acquainted with the organizational structure of the enterprise.
- Analysis of existing documentation, regulations and procedures related to warehouse management.
- Coordination of the schedule of offline meetings with responsible employees of the enterprise.

2. Information collection (offline)

- Conducting personal interviews, working sessions and observations on the territory of the enterprise in a designated place in the city of Mykolaiv (approximately 5–7 offline meetings with key employees)
- Identifying key roles, functions, interaction points and areas of responsibility in warehouse processes.

3. Process Description

- Formalization of warehouse management procedures in three formats:
- RACI matrix — definition of roles: responsible, executor, consultant, informed.
- Graphical representation — construction of process diagrams (for example, BPMN, flowcharts).
- Textual description — detailed description of each process, including its purpose, stages, participants, input and output data.

4. Finalization and transfer of results

- Preparation of the final package of documents.
- Presentation of the results to the management of the KP "Mykolaivvodokanal"
- Transfer of materials in formats suitable for further use (hard copies, electronic files).

Expected volume of interaction

- Approximately 5–7 offline meetings with key employees.
- Work directly on the territory of the enterprise/or in the premises provided by the customer
- Coordination of intermediate results with DRC responsible persons

6. Deliverables

Upon completion of the project, the consultant/company must provide the following results:

1. Description of the inventory management processes of the KP "Mykolaivvodokanal" in three formats:

- a) **RACI matrix** - with a clear definition of the roles and responsibilities of all process participants.
- b) **Graphical representation of processes** - flowcharts, BPMN diagrams or other visual models that demonstrate the logic and sequence of actions.
- c) **Text description of processes** - a structured document that contains:
 - I. Process name
 - II. Process purpose
 - III. Input and output data
 - IV. Process participants
 - V. Stages of implementation
 - VI. Interaction between departments

2. Analytical note with recommendations:

- a) Identified problem areas, duplication of functions or ineffective stages.
- b) Proposals for optimization, digitalization or improvement of processes.

3. Final presentation of results:

- a) Conducting an offline presentation for the management of the KP "Mykolaivvodokanal".
- b) Discussion of key conclusions and recommendations.

4. Transfer of materials:

- a) Electronic files in PDF, Word, Excel formats (if necessary).
- b) Printed copies (upon agreement with the customer).
- c) All materials must be suitable for further use in the internal regulations of the enterprise.

Criteria for accepting results:

- Completeness of the description of processes.

- Compliance of the format and structure with the requirements of the TOR.
- Clarity and logic of the presentation.
- Practical suitability for implementation at the enterprise.

7. Duration, timeline and payment

Total duration: no more than 4-5 weeks.

Payment terms: 30% advance upon signing the contract, 70% upon acceptance of the results Payment: bank transfer

Travel, accommodation and food expenses are at the expense of the consultant.

All accommodation, travel, food expenses, as well as materials necessary for the provision of services must be included by the consultant in the financial proposal (Annex A.2).

The consultant is obliged to provide a certificate of work performed. Taxes and other expenses are borne by the service provider.

8. Team composition

There are no specific requirements for the team composition..

9. Eligibility, qualification, and experience required

Required requirements:

- Legal registration in Ukraine
- Fluency in Ukrainian

Experience

- Experience in providing business analysis services (minimum 2 successful projects), demonstrating skills in conducting interviews and documenting business processes and proficiency in RASCI, BPMN methods. Projects implemented for NGOs will be considered an advantage
- Experience in conducting at least 1 municipal project, demonstrating knowledge of the specifics of municipal enterprises

Skills and knowledge

- Interviewing skills and business process documentation
- Knowledge of RASCI, BPMN methods

Education

- Education in areas such as business, logistics, engineering, public administration, or relevant professional courses / advanced training courses, certification programs in the field of project management

Recommendations

- At least two positive recommendations (letters of recommendation) on the successful provision of business analysis services with contact information of those who provided them.

Recommendations from NGOs will be an advantage

10. Current supervision

The selected consultant will work under the technical guidance of DRC representatives, who will provide coordination and supervision throughout all stages of the consultancy.

The contact details of the relevant persons will be provided to the consultant after the contract is signed.

11. Workplace and support

All services are to be provided on-site in Mykolaiv (Mykolaiv Oblast), Ukraine. The Consultant is responsible for including all travel, accommodation and subsistence costs in the financial proposal. No additional reimbursement will be provided by the DRB.

The DRC is responsible for the venue and associated costs for the organization of meetings with the UE “Mykolaivvodokanal”.

12. Travel

All services will be provided in Mykolaiv (Mykolaiv region), Ukraine. The Consultant must include all travel expenses in its proposal. The DRB will not reimburse any additional costs not included in the Consultant’s financial proposal.

13. Submitting an application

Please refer to the Invitation Letter RFP-UKR-00.

14. Evaluation of applications

Please refer to the Invitation Letter RFP-UKR-00.