APPROVED
Order of the Executive Director of the CSO "ALI"
S.V. Matvienko
No. 1-29/06/26, dated June 29, 2026

TERMS OF REFERENCE

for the provision of expert services for comprehensive support of the processes of creating core components and individual subsystems ("Electronic Court Document Management," "Unified State Register of Enforcement Documents," "Judicial Dossier", "Human Resources Management") of the Unified Judicial Information and Communication System (UJICS), as well as UJICS information security measures for UJICS

1. MAIN TASK.

THE CIVIL SOCIETY ORGANIZATION "AGENCY FOR LEGISLATIVE INITIATIVES" (hereinafter referred to as LLI or the Customer) is, as part of the implementation of Component 4, "The Ukrainian Justice System," of the project "Strengthening the European Integration Dimension of the Ukrainian Civil Service in the Areas of Lawmaking, Justice, and Public Finance," which is funded by the Swedish International Development Cooperation Agency (SIDA) (hereinafter referred to as the "Project"), intends to select a provider of expert services for comprehensive support of the processes of creating individual components and subsystems of the Unified Judicial Information and Communication System (hereinafter "UJICS" or the "System") as part of the digitization of Ukraine's judicial system.

The general scope of services provides for expert support throughout the entire life cycle of developing common core components for the UJICS subsystems, including the "Access Management" component, and individual UJICS subsystems ("Electronic Court Document Management," "Unified State Register of Enforcement Documents," "Judicial Dossier," "Human Resources Management") of the UJICS, which will be developed and/or supplied by providers as part of separate procurement procedures, as well as UJICS information security measures (hereinafter collectively referred to as "Digital Solutions"), including architecture, requirements, developer coordination, integration, testing, information security, and the launch of new components.

For reference: The tender documentation for the development of the "Access Control" components, basic services, and infrastructure of the Unified Judicial Information and Communication System (UJICS), including the technical requirements for the subject of the procurement, was published on the same date as this procurement and is available for review on the Customer's website. Tenders for the development of the other subsystems mentioned above will be available on the specified website after the relevant technical requirements have been finalized.

Based on the results of this tender, the Customer expects to select a team of experts to support the full life cycle of the development, implementation, and operation of Digital Solutions in accordance with Resolution of the Cabinet of Ministers of Ukraine No. 205 dated February 14, 2025, "Certain Issues Regarding the Creation, Administration, and Ensuring the Functioning of the Informatization Tool" (hereinafter referred to as CMU Resolution No. 205); the UJICS Concept, approved by Order of the State Judicial Administration of Ukraine No. 178 dated April 30, 2025; and other regulatory and legal acts in the field of digitalization of public administration and the functioning of the judiciary.

Main Functions of the Expert Team and Expected Results.

a) Analysis of legislation:

● analysis of regulatory acts governing the operation of the UJICS;
● analysis of the approved UJICS Concept;
● analysis of the results of technical and functional audits of the UJICS with regard to the relevant subsystems and components;
● analysis of Ukrainian legislation in the field of information security in state information and communication systems (hereinafter "ICS") to obtain security authorization for UJICS subsystems.

Expected results:
● a report on the analysis of regulatory and legal frameworks, the UJICS Concept, the results of technical and functional audits, as well as information security requirements, identifying problems, non-conformities, risks, and recommendations for addressing them;
● proposals for the development, amendment, or repeal of regulatory, organizational, administrative, and other legal documents necessary for the development, operation, and secure use of UJICS;
● drafts of regulatory, organizational, administrative, and other legal documents necessary to ensure the UJICS lifecycle, including its creation, development, modernization, implementation, operation, information exchange, information security, and decommissioning;
● a prioritized backlog for the development and regulatory framework of the UJICS, containing a list of initiatives, changes, and measures to address identified non-conformities and gaps in regulatory oversight, with specification of their priority, interdependencies, and sequence of implementation.

b) Analysis of existing technical requirements for UJICS subsystems:
● analysis of technical requirements for previously developed UJICS subsystems and components;
● assessment of their compliance with the UJICS Concept;
● assessment of the architectural compatibility of subsystems and components with other subsystems and components of UJICS;
● assessment of compliance with applicable regulatory acts (hereinafter referred to as "RA").

Expected Results:
● A report on the analysis of previously developed technical requirements, containing a list of obsolete, redundant, conflicting, or missing functional and technical requirements, identified architectural inconsistencies, and recommendations for addressing them;
● proposals for technical solutions to ensure seamless integration and data exchange between UJICS components, as well as with external information systems;
● proposals for updating the technical requirements for UJICS subsystems, taking into account the UJICS Concept, applicable RA, UJICS architectural principles, and the use of common basic components;
● a roadmap and a prioritized plan for the development and launch of UJICS subsystems and components.

c) Developing a technical vision for the UJICS subsystems.
The team is responsible for developing a technical vision for the UJICS subsystems and components, including, but not limited to, the following:
● developing implementation concepts for the subsystems and individual UJICS components;
● creating a functional diagram of the aforementioned UJICS subsystems and components, defining key modules, their purposes, interrelationships, and interaction logic;

● defining the technology stack for the aforementioned UJICS subsystems and components, taking into account requirements for security, scalability, performance, reliability, and the System's future development;
● developing principles for the architecture of subsystems and components, including approaches to modularity, integration, and centralized and/or distributed management of components;
● developing a vision for the integration of the specified UJICS subsystems with other UJICS subsystems and components, as well as with the ICS, state registries, external services, and electronic trust services;
● defining requirements and approaches to data management, including data structures, reference databases, classifiers, data exchange, and ensuring data integrity;
● developing approaches to ensuring information security, access control, event logging, business continuity, and information protection within the System;
● developing approaches to the development, testing, implementation, and maintenance environments for the aforementioned UJICS subsystems;
● preparing the materials necessary for the further development of architectural, technical, design, and requirements-based solutions for the creation and development of the aforementioned UJICS subsystems.

Expected results:
● A technical vision document for the UJICS subsystems and components, containing implementation concepts, a target functional diagram, a list of key modules, their purposes, interrelationships, and interaction logic;
● proposals regarding the target architecture, technology stack, principles of modularity, integration interaction, data management, the use of reference databases and classifiers, as well as data exchange between UJICS components, external information systems, state registries, services, and electronic trust services;
● technical approaches to ensuring information security, access control, event logging, data protection and integrity, backup, business continuity, as well as the organization of development, testing, implementation, and maintenance environments;
● a set of architectural, technical, design, and requirements documents necessary for the further development of technical requirements, technical specifications, design, creation, modernization, and implementation of UJICS subsystems and components.

d) Business analysis and formulation of technical requirements.
The team conducts business analysis and formulates technical requirements for the creation and development of UJICS subsystems and components in accordance with the requirements of CMU Resolution No. 205, specifically:
● analysis of the judicial branch's business processes (describing and documenting current processes, defining the roles of process participants, and identifying problem areas and opportunities for digitization) with respect to the specified subsystems;
● modeling target processes (developing target models that take into account regulatory requirements, optimizing processes, and automating them within the specified UJICS subsystems);
● reengineering of existing processes in the judicial sphere (analysis, modeling, and optimization of processes) with due consideration of opportunities for their digitization within the UJICS;
● gathering and analyzing user requirements (conducting interviews, working meetings, and workshops with representatives of courts, judicial administration bodies, and other users of the System);

● defining functional requirements (identifying the functional capabilities of the System's components, usage scenarios, and user roles);
● defining non-functional requirements (requirements for security, performance, availability, scalability, and reliability of the System's components);
● defining data and integration requirements (describing data models, requirements for data exchange, and integration with state registries and other information systems);
● preparation of analytical and project documentation (functional specifications, business process models, data models, integration requirements, and access role requirements);
● coordination and updating of requirements (coordination of prepared materials with stakeholders, making changes based on the results of discussions).

Expected results:
● a report on the business analysis conducted, containing a description and models of current (AS IS) business processes, stakeholder roles, problem areas, user needs, and opportunities for digitizing judicial processes within the defined subsystems and components of UJICS;
● target (TO BE) business process models describing optimized and automated processes, user roles, interaction scenarios, control points, and regulatory requirements;
● agreed-upon technical requirements for the creation and development of UJICS subsystems and components in accordance with the requirements of CMU Resolution No. 205, including functional, non-functional, integration, security, and data requirements;
● a set of analytical and design documentation, including functional specifications, business process models, data models, requirements for integrations, roles, and access rights, as well as the results of the coordination and updating of requirements with stakeholders;
● a prioritized backlog for implementing requirements for UJICS subsystems and components, specifying priorities, dependencies, implementation sequence, and acceptance criteria for deliverables.

e) Development of the UJICS design system and UX/UI support.
The team is responsible for:
● developing and implementing a unified UJICS design system (UI components, templates, guidelines);
● conducting UX research and analyzing user scenarios;
● developing wireframes, prototypes, and UI mockups for key UJICS components;
● ensuring a consistent user experience across the system's components;
● developing UX/UI standards and monitoring contractors' compliance with them;
● integrating the design system into development processes (design → development handoff);
● ensuring that interfaces comply with accessibility requirements (WCAG).

Expected results:
● the unified UJICS design system, which includes an electronic library of standardized UI components and their states, a set of design tokens (colors, fonts, grids), templates for common pages, and guidelines for their use;
● analytical materials and UX research, including reports on the results of interviews and testing with users, and interactive user flow diagrams;
● a set of interactive prototypes, wireframes, and highly detailed UI mockups of screens, interfaces, and dashboards that ensure end-to-end consistency of the user experience across all system components;
● standards (guidelines) and technical approaches to UX/UI design, which include rules for developing interfaces for third-party contractors, a methodology for monitoring compliance, as well as checklists for meeting accessibility and inclusivity requirements (WCAG);

● materials for integrating design into development, including technical specifications for layouts intended for front-end developers (descriptions of responsiveness, animations, and validation) and requirements for a synchronized code library.

f) Development and management of the approval process for requirements for UJICS subsystems and components.
The team ensures:
● the organization of working groups;
● the conduct of expert consultations;
● the presentation of technical solutions;
● the coordination of technical requirements with the State Judicial Administration of Ukraine; the State Enterprise "Judicial Information Systems"; the High Qualification Commission of Judges; the High Council of Justice; the courts; other bodies of the judiciary; and other government agencies.

Expected results:
● meeting minutes and working group meeting records, including a summary of decisions made and action plans;
● expert opinions and recommendations based on the results of consultations;
● presentation materials (slides, diagrams, charts, etc.) for presenting decisions to stakeholders;
● letters of approval, minutes of disagreements, and other documents.

g) Coordination of development teams.
The team ensures:
● coordination of the teams developing UJICS subsystems and components;
● monitoring of compliance with technical requirements;
● establishes a unified project management environment, which includes:
○ a documentation management system (wiki);
○ a communication management system (chats, meetings);
○ a backlog management system for tasks and releases;
● provides guidance on the deployment of Non-PROD and PROD environments.

Expected results:
● reports on the monitoring and coordination of development, containing an assessment of the Contractors' progress and the readiness status of the UJICS subsystems;
● a customized unified project management environment that includes an up-to-date knowledge base (Wiki), agreed-upon communication channels, and a structured backlog of tasks and releases;
● guidance materials and instructions regarding the architecture, configuration, and deployment of the system in test (NON-PROD) and production (PROD) environments.

h) Testing, quality assurance, and deployment of UJICS subsystems and components.
The team is responsible for:
● developing program templates and testing methodologies;
● standardizing test scenarios;
● developing templates for test protocols and test reports;
● advising the technical administrator on the deployment of the System's subsystems and components in the production environment;
● jointly conducting various types of testing and monitoring at every stage of the life cycle of the aforementioned System subsystems and components, with the results documented.

Expected results:
● templates for test programs and methodologies—including preliminary, pilot operation, and acceptance tests;
● a catalog of standardized test scenarios covering the verification of functionality, stability, and security of the System's subsystems and components;
● guidance materials for the System's technical administrator, including checklists for readiness for launch (Go-Live);
● test result reports listing identified defects and documenting the actual readiness of the System's subsystems and components for the corresponding operational mode.

i) Implementation of UJICS subsystems and components.
The team provides:
● consulting to the System's technical administrator on building the support team;
● assistance to the System's technical administrator in planning and supporting the scaling of UJICS subsystems and components, as well as coordinating user training in collaboration with the System's technical administrator;
● development of training materials for users in collaboration with the System Technical Administrator's teams;
● consulting support regarding the migration of data from the System's current components.

Expected results:
● recommendations regarding the structure of the support team, including qualification requirements for specialists, role descriptions (1st, 2nd, and 3rd lines) and procedures for handling user inquiries;
● scaling plans and roadmaps, including infrastructure load estimates, schedules, and the status of connecting new vessels/users to subsystems;
● methodological materials and training programs, including user manuals, checklists, guidelines for conducting training sessions, and training coordination schedules;
● advisory conclusions on data migration, including rules for cleaning, mapping (alignment), and the secure transfer of historical data to new subsystems.

j) Implementation of artificial intelligence technologies in the UJICS.
The team is conducting research on the use of artificial intelligence technologies in the subsystems and components of the UJICS, specifically:
● analysis of international experience in applying artificial intelligence technologies in judicial systems and related areas of public administration;
● identification of potential scenarios for using artificial intelligence technologies to support the activities of UJICS users, automate routine operations, search for and analyze information, process documents, classify data, draft documents, verify data completeness, and perform other support functions;
● assessing the legal, organizational, ethical, security, and technical limitations of applying artificial intelligence technologies, in particular taking into account requirements regarding the protection of personal data, confidential information, judicial independence, and mandatory human oversight of the results produced by such technologies;
● defining requirements for data, models, integrations, infrastructure, access control, logging of actions, and evaluating the quality of artificial intelligence technology outputs;
● developing proposals for the phased implementation, piloting, and subsequent scaling of artificial intelligence technologies within the UJICS.

Expected results:

● a report based on an analytical review of international experience, containing case studies and best practices regarding the application of artificial intelligence technologies in foreign judicial systems, an assessment of their effectiveness, as well as an analysis of legal, organizational, ethical, and technical limitations;
● a catalog of potential scenarios for the use of artificial intelligence technologies, adapted to the specific characteristics of the UJICS, identifying target users, expected value, required data, limitations, and conditions of use;
● recommendations on principles for the safe, controlled, and responsible use of artificial intelligence technologies in the UJICS, including requirements for human oversight, information protection, data access, logging, and evaluation of the quality of results;
● proposals for a technical approach to the implementation of artificial intelligence technologies, including requirements for integration with UJICS components, data management, infrastructure, models, and control mechanisms;
● a prioritized backlog and roadmap for piloting and phased implementation of artificial intelligence technologies in UJICS, defining first-phase scenarios, dependencies, risks, evaluation criteria, and prerequisites for scaling up.

k) Assessment and development of IT infrastructure.
The team is responsible for:
● assessing the judiciary's existing IT infrastructure;
● identifying the needs of the modernized UJICS.

Expected results:
● an audit report on the current IT infrastructure, containing an analysis of the condition of the judiciary's server and network equipment;
● a technical requirements specification for UJICS, which defines the estimated requirements for computing capacity, data storage volumes, and network resources to ensure the stable operation of the new subsystems;
● a strategy for the development of data centers and cloud infrastructure, including proposals for the modernization of in-house data centers and architectural approaches to the use of hybrid or cloud models (Cloud/On-Premise);
● a data redundancy and scaling concept that includes architectural fault-tolerance schemes, disaster recovery plans, as well as models for vertical and horizontal scaling under load;
● a plan to enhance cyber resilience and security, protection against DDoS attacks, monitoring of security incidents, and isolation of critical system circuits.

l) Full life-cycle support for UJICS subsystems and components.
The team provides life-cycle support for UJICS subsystems in accordance with CMU Resolution No. 205, including the following:
● managing the lifecycle of UJICS subsystems and components at all stages (initiation, design, development, modernization, commissioning, including decommissioning of current System components) in accordance with the requirements of CMU Resolution No. 205;
● supporting architectural change processes and the optimization of system components in connection with changes in Ukrainian legislation;
● coordinating interaction between the System's technical administrator, the System Owner, and Contractors at every stage of the life cycle of the System's subsystems and components;
● consulting on technical documentation in accordance with national standards.

Expected results:

● a roadmap/checklist for managing the life cycle of UJICS subsystems and components, specifying the stages, checkpoints, and responsible parties in accordance with CMU Resolution No. 205;
● a package of technical and operational documentation for subsystems and components;
● recommendations and design solutions regarding the decommissioning of obsolete components or their continuous replacement with new UJICS base modules.

m) Support during the development of the information security system.
The team provides support for the development of the UJICS information security system:
● developing an overall vision for the UJICS information security system, taking into account the system's architecture, data processing model, and the functional purposes of its subsystems and components;
● defining requirements for information security, cybersecurity, access control, logging of user and administrator actions, and security event monitoring;
● developing approaches to restricting access to functions, data, documents, and other information objects within the system;
● establishing requirements for user identification, authentication, and authorization, as well as the use of electronic trust services;
● defining approaches to protecting information during its storage, processing, and transmission, including in the context of cross-system electronic interaction;
● participating in the development of requirements for establishing a comprehensive information security system and/or other organizational and technical information security measures in accordance with the law;
● developing requirements for cryptographic and technical information security, backup, data recovery, business continuity, and incident response;
● developing requirements for the protection of UJICS development, testing, implementation, and maintenance environments;
● participating in the preparation of materials for the development of organizational and administrative, project, technical, and operational documentation in the field of information security;
● providing expert support during the alignment of UJICS technical and architectural solutions with requirements in the field of information security.

Expected results:
● requirements and recommendations regarding the protection of UJICS information, in particular regarding user identification, authentication, and authorization; access control; the use of electronic trust services; activity logging; and cryptographic and technical protection of information;
● proposals for information security during storage, processing, transmission, and inter-system electronic interaction, including requirements for backup, data recovery, incident response, and the protection of development, testing, implementation, and maintenance environments;
● materials for preparing organizational, administrative, project, technical, and operational documentation in the field of information security, necessary for building a comprehensive information security system and/or implementing other organizational and technical information security measures;
● a prioritized action plan for building and developing the UJICS information security system, containing a list of necessary solutions, requirements, dependencies, risks, and the sequence of their implementation.

To achieve the main task, it is planned to select a team of experts that best meets the requirements specified in Section 4 of the Terms of Reference, as well as the evaluation criteria set forth in the tender documentation.
The list of services is not exhaustive and may be supplemented with additional or clarifying derivative tasks for the implementation of the main task, as agreed upon between the Customer and the service provider, in particular by assigning agreed-upon technical tasks, concluding relevant agreements, and/or amendments and addenda thereto.

Interaction with the selected team of experts on behalf of the ALI—including the drafting of detailed technical terms of reference, the prompt assignment of tasks, monitoring their implementation, and acceptance of the services provided, etc.—will be carried out by authorized members of the Project Team selected from among ALI staff. In addition, the service provider will interact with an Expert on coordination and overall management of the UJICS development and implementation processes, who will be selected separately for the Project.

2. EXPECTED SCOPE AND DURATION OF SERVICE PROVISION.
Expected start and end dates for service provision: August 2026 – June 2028.
The scope of services will be determined separately for each mutually agreed-upon specific task within the framework of the main task described in paragraph 1.

3. TERMS OF COOPERATION.
The service provider operates independently and is not subject to an “employer-employee” relationship, nor is it a partner, joint venture, or agent of ALI. The service provider is solely responsible for declaring income and for any non-payment or late payment of taxes and fees in accordance with the provisions of Ukrainian tax law.
Payment for services will be made in accordance with the terms of the agreement.

4. BASIC REQUIREMENTS FOR SERVICE PROVIDERS.
The Customer expects the service provider to:
▪ be a registered legal entity;
▪ be authorized to carry out the activities specified in these technical specifications (KVED: 62.01, 62.02, 62.03);
▪ have team members who are fluent in Ukrainian to ensure effective communication with the beneficiaries of Digital Solutions and the Customer;
▪ have proven prior experience in providing similar or comparable services, including the completion of past projects, taking into account the criteria for evaluating bid proposals set forth in the tender announcement;
▪ have a well-reasoned vision of the approach to providing services under these technical specifications, including the distribution of roles among the involved experts—team members—their workload, and the required qualifications;
▪ understand and share democratic values, respect human rights, and uphold the principles of equality and non-discrimination, environmental responsibility, as well as the sovereignty and territorial integrity of Ukraine.

5. OTHER TERMS AND CONDITIONS.
The bidder acknowledges and agrees that the Customer reserves the right to request from bidders additional documents and/or information confirming that specific provisions of the documents they have submitted comply with the requirements and conditions of the Tender Announcement.

By submitting documents to participate in the tender, the bidder confirms its understanding and agreement that the Customer may reject its bid if the bids of other bidders contain more favorable terms, and that the Customer is not restricted from accepting any other bid with terms that are more favorable to it.

By submitting a bid to participate in the tender, potential service providers certify that they are not legal entities registered in the Autonomous Republic of Crimea, the city of Sevastopol, certain districts of the Donetsk and Luhansk regions, or other territories defined by Ukrainian law as temporarily occupied territories of Ukraine (hereinafter “TOT”), the Russian Federation, or the Republic of Belarus; nor are they legal entities established as a result of the Russian Federation’s attempts to extend its jurisdiction to the TOT, by persons conducting their activities from the TOT, the territory of the Russian Federation, and the Republic of Belarus, or by persons residing in the aforementioned territories at the time of submission of the commercial proposal.