

## **TERMS OF REFERENCE**

### **Senior Project Manager on Public Administration Reform (PAR)/ RST capacity building (Category 1)**

**ToR Date of Issuance: April 1<sup>st</sup>, 2024**

**Due Date for Applications: April 29<sup>th</sup>, 2024**

#### **1. Objective(s) and Linkages to Reforms**

The Recovery and Reform Support Team (the RST) at the Ministry of Energy of Ukraine (the Ministry) is a group of Ukrainian professionals (non-civil servants) funded temporarily through the Ukraine Recovery and Reform Architecture (URA)<sup>1</sup> programme that provides targeted technical support and assists the Ministry in the design and implementation of priority reforms. The RST was launched in 2021 to assist the Ministry with the implementation of priority reforms in the following areas: an integrated approach to the formulation of energy policy, ensuring efficient operation of energy markets, coal industry reform, improving energy efficiency, implementation of the National Emission Reduction Plan, public administration reform and capacity building.

Since February 2022, the RST has also assisted the Ministry in ensuring the stability of the energy system in the context of heavy damages inflicted on its critical infrastructure by the ongoing war in Ukraine. The team provides coordination, analytical and expert support to the Ministry in areas such as evaluation of damages, repair of critical infrastructure, formulation of energy sector related recovery plans and cooperation with international partners.

#### **2. Position and Reporting Lines**

The Senior Project Manager on Public Administration Reform (PAR)/ RST capacity building will be a full-time consultant in the RST at the Ministry.

The Senior Project Manager will be responsible for:

- supporting the Ministry to implement PAR strategies;
- providing consulting and expert support in preparing and drafting strategies, policy papers, analytical materials, and implementation plans roadmaps;
- leading on RST capacity building support to the Ministry;
- cooperation with relevant departments of the Ministry and other stakeholders;

The SPM on PAR/ RST capacity building will be subordinated to and coordinated by the RST Director.

The SPM will work closely with the relevant departments of the Ministry in coordination with Recovery and Reform Delivery Office and EU4PAR project in the relevant areas.

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<sup>1</sup> Ukraine Recovery and Reform Architecture (URA) is a comprehensive technical assistance programme deployed by the European Bank for Reconstruction and Development (EBRD), in partnership with the European Union, to support critical reform processes in Ukraine. URA is financed from the Ukraine Stabilisation and Sustainable Growth Multi-Donor Account (MDA) managed by the EBRD.

### 3. Duration and Proposed Timeframe

This consultancy assignment is expected to start in May, 2024 with an estimated overall duration until September, 2024. The duration of the assignment will depend on the availability of funding, the needs of the URA programme and the performance of the selected consultant.

### 4. Main Duties, Responsibilities

- promoting, developing and implementing activities related to the Public Administration Reform (PAR) at the level of the Ministry:
  - o ensuring awareness of the Ministry's management and seeking support to implementation of relevant PAR strategy activities or actions within the Ministry;
  - o supporting the Ministry on Ukrainian PAR Strategy agenda, including the implementation of the Law on Administrative procedure;
  - o monitoring and evaluating the progress of the reform's initiatives, adjusting these activities/actions as needed to meet reform objectives;
  - o conducting gap analysis with further development of the Ministry PAR Roadmap with practical recommendations of reform implementation;
  - o providing expert support in the process of alignment of both primary and secondary Ukrainian legislation on civil service (in the Ministry) with relevant EU principles and best practices in line with recommendations of the National Agency of Ukraine of Civic Servants (NAUCS);
- capacity building of the Ministry:
  - o conducting comprehensive analyses of institutional capacity within the Ministry, identifying gaps and formulating recommendations for improvement;
  - o conducting functional analysis of the Ministry, feasibility of all strategies and plans, and providing recommendations on how to bring them into line with relevant EU standards
  - o conducting analysis of Ministry's existing personnel expertise and overlaps in responsibilities, as well as evaluating the need for engagement of external experts to cover those gaps;
  - o assisting in coordination of strategic planning and implementation of results-oriented management approaches in the work of the Ministry;
  - o developing and implementing a quality management system (QMS) to enhance the overall efficiency and effectiveness of the Ministry's operations:
    - developing the QMS Implementation Plan;
    - improving procedures and tools for assessing the performance of civil servants;
    - ensuring alignment with strategic planning and reporting requirements;
    - identifying, planning and coordinating necessary trainings for civic servants in the Ministry;
    - enhancing the selection process for Ministry positions, focusing on improving the assessment of candidates' competencies;
    - implementing and overseeing a system for the adaptation of new employees in the Ministry's work environment;
    - providing guidance on evaluation and improvement methods for boosting employee engagement within the Ministry;
  - o providing support in change management in the Ministry (e.g. creating a clear vision, engaging stakeholders, assessing the current state, communicating effectively, building capacity, integrating technology, measuring performance, fostering change champions, ensuring legal compliance, and establishing feedback mechanisms for a successful transition);
  - o contributing to the establishment and management of candidate database/ talent pool of civil service positions within the Ministry (suggesting new tactics in

- recruitment, designing effective recruitment strategies, evaluating candidates, and implementing best practices);
- ensuring the visibility of the reform implementations and capacity-building efforts to the relevant stakeholders;
- maintaining regular communication with relevant units of the Ministry, other ministries and agencies and the regional authorities, ensuring appropriate coordination and coherence between various programmes, projects and policies to achieve reform goals;
- providing the support to the Ministry in engaging with stakeholders (international partner organisations, donors, experts, government officials, etc.), as well as representing the RST in the working groups and committees involved in the reform process;
- assisting the RST Director in the development of work plans, scopes, budgets, and other key documents related to advocating Sustainable Development Goals and overall key reform areas of the Ministry;
- providing support in RST capacity-building and knowledge sharing activities, including but not limited to identifying gaps in knowledge, skills, and expertise in the team, coordinating the organisation of trainings and knowledge transfer sessions;
- undertaking any other tasks and responsibilities as assigned by the RST Director to support the overall objectives of the Ministry's PAR and capacity-building efforts.

## **5. Qualifications, Skills and Experience**

### **5.1 Qualifications and Skills:**

- Master's degree in a relevant field (HR-management and organizational development, Business administration, Public administration, Social sciences, etc.)
- strong teamwork and communication skills;
- strong organizational management, analytical and presentation skills;
- excellent communication and interpersonal skills;
- fluency in Ukrainian and English;
- PC literacy.

### **5.2 Professional Experience:**

- minimum 7 years of general professional experience;
- minimum 5 years of experience in the field of organizational development and personnel management; project management and consulting on the institutional capacity development of public authorities, including for donor projects.

### **5.3 Other Competencies:**

- significant knowledge of the best Ukrainian and world practices of organizational development and personnel management;
- knowledge of OECD/SIGMA principles of public administration,
- awareness of Ukraine's European integration agenda;
- proven ability to work in a multicultural environment;
- understanding the reform agenda in Ukraine;
- experience working with local and international experts;
- familiarity with administrative structures, policies, decision-making processes, and the overall framework of the education sector;
- experience in working in multidisciplinary teams is an asset;
- impeccable ethical standards.

## **6. Funding Source**

The funding source of this assignment is the EBRD Ukraine Stabilisation and Sustainable Growth Multi-Donor Account (MDA). Contributors to the MDA are Austria, Denmark, Finland, France, Germany, Italy, Japan, Latvia, the Netherlands, Norway, Poland, Sweden, Switzerland, the United Kingdom, the United States and the European Union.

Please note, selection and contracting will be subject to the availability of funding.

## **7. Submissions**

Submissions must be prepared in English only and delivered electronically **23:59 (Kyiv time), April 29<sup>th</sup>, 2024** to the following address: **[rst.mev@gmail.com](mailto:rst.mev@gmail.com)**

All submissions must include a completed Application Form, NDA Form, the candidate's Curriculum Vitae and Reference Letter (original in English, or Ukrainian with English translation) together with the contact details of two further referees who, if contacted, can attest to the professional background of the candidate.

Only applications which have been submitted using the correct template and are fully completed will be considered.

The Application Form and NDA Form can be found on the publication resource.

**Important notice: only Ukrainian nationals are eligible to apply; civil servants are not eligible to apply unless 6 months have elapsed since they left such employment.**

## **8. Selection Procedure**

Following the evaluation of all applications received, selected candidates may be invited to a written test. Only shortlisted candidates will be invited to the interview.