

TERMS OF REFERENCE

Senior Project Management Consultant in support of the Ukraine's Reforms Architecture project (Kyiv RO)

1. Background

In late 2014, the Ukrainian authorities asked the European Bank for Reconstruction and Development (“EBRD” or the “Bank”), as an institution with a mandate to support broad policy and institutional reforms in the transition region, to help with the conceptualization and implementation of the reforms process in Ukraine, in the context of implementation of the “Strategy 2020”.

As a result, since early 2015, the EBRD has been providing technical cooperation support to the National Reforms Council (NRC) in the form of funding for the establishment and running costs of the Project Management Office (PMO), the technical implementation body of the NRC in charge of coordination of reforms across the various stakeholders.

On the back of the renewed reform efforts over the past year, resulting in a new reforms architecture articulated by the Ukrainian authorities, since mid-2016 the EBRD has also been providing technical cooperation funds for reforms implementation.

This includes, inter alia, grant support to help institutional capacity building within the Ukrainian public administration to carry out reforms more efficiently, which take the form of the Reforms Delivery Office in the Cabinet of Ministers, Support Team to the National Reforms Council and Reform Support Teams in key Ministries and agencies.

2. The Project – Support for institutions under the Reform Support Architecture for Ukraine

The Reforms Architecture consists of the following strands:

In 2015, the EBRD started providing technical assistance to the National Reforms Council's Project Management Office (NRC PMO), the council's technical implementation body. In 2016, the Project Management Office was transformed into a **Support Team (NRC ST)** to continue to assist the committee with technical support, coordinate efforts with other institutions in the reforms architecture and provide regular reporting on the progress of reforms and **Reforms Delivery Office** under the Prime Minister, with a focus on ensuring consistency and efficiency of reform delivery across the Government.

The **Reform Support Teams (RSTs)** are formed of local, Ukrainian reform experts from outside the Ukrainian civil service and embedded in Ministries and agencies on a temporary basis to help implement priority sector reforms and transform the institutions themselves. The programme was first rolled out at the Ministries of Finance, Economic Development and Trade, Infrastructure and Agrarian Policy and Food. Following the pilot phase, other ministries and state agencies will join the programme on the basis of reform strategies. Support for these reform teams is part of, and complementary to, a broader multi-stakeholder effort on public administration reform (PAR) led by the EU and others.

The RSTs consist of approximately 25-30 people per Ministry or institution, and will be operational for an initial period of 12-24 months. Teams are primarily composed of Ukrainian citizens, and contracted in an open, transparent process on a temporary basis. Based on the successful pilots in a few Ministries, more RSTs are now being rolled out.

With the PAR efforts happening in parallel across the administration, it is intended that over time the RSTs will be integrated under the relevant Ministry or agency.

Another part of the Reforms Architecture is a high-level international **Strategic Advisory Group for Support of Ukrainian Reforms (SAGSUR)**, which provides strategic advice to the President and the Prime Minister of Ukraine. The group advises on the effective implementation of reforms, based on first-hand successful experience in other countries, offering best practice and linkage to international resources. SAGSUR is headed by Ivan Mikloš, former Minister of Finance of the Slovak Republic.

The **Foundation for Support of Reforms in Ukraine Bank (FfR)** is a legal non-governmental entity, set up in March 2015 by the Ukrainian authorities and the EBRD, with the objective to manage EBRD and other donor grants for reforms in Ukraine. The FfR currently manages three donor-funded grants on behalf of the EBRD in relation to this Project.

3. Objectives of the Consultancy assignment

In light of the growing project scope and increasing demand from various Ministries and institutions to receive support under the Ukraine Reforms Architecture project, the need for a Kyiv-based Senior Project Management Consultant (the ‘Consultant’) is essential. By being based on the ground, the Consultant will provide senior support on the project, local insights, contribute to the establishment of new assignments under, engage in effective coordination with senior government counterparts and other donors, and ensure coordination within EBRD related to the project scope.

The Consultant will be based in the EBRD Kyiv Regional Office.

4. Scope of Services and Tasks

The Consultant will carry out the following:

- Provide senior support to the project team (Operation Leader and Project Management Consultants based in EBRD Headquarters and Kyiv Regional Office) in the smooth running and implementation of the Project;
- Contribute with intellectual leadership to the project design, identifying areas for further strategic growth by bringing best international practices;
- Proactively monitor reforms progress in Ukraine and suggest changes to project’s design as necessary to reflect changing circumstances;
- Skilfully deploy local political insights in order to effectively engage different stakeholders in achieving the project’s current and future goals;
- Establish and maintain close cooperation with other IFIs, international organisations, civil society and donors working on reforms implementation in Ukraine in order to identify possible areas of project intervention, avoid duplication of the reform efforts, and ensure effective donor coordination.

- Closely engage with all strands of the Reforms Architecture with the aim of ensuring consistency and complementarity with other streams of the Reforms Architecture project;
- Represent EBRD as a delegated member of Recruitment Committee during the selection and recruitment of experts for Reform Support Teams and Reforms Delivery Office, in close liaison with the relevant Ministry or agency, Cabinet of Ministers of Ukraine and the Foundation for Reforms;
- Ensure collaboration with the respective units / officers from the EU Delegation to Ukraine for effective joint delivery of the project;
- Ensure close oversight and maintain regular communications (including progress meetings) with project counterparts, such as various Ministries, representatives of the Cabinet of Ministers of Ukraine, Foundation for Reforms;
- Monitor and control budget activities of the assignments under all streams of the Project;
- As required, represent the Bank in conferences and other events in Ukraine, speaking competently on relevant reform-related issues.
- Contribute to internal reforms-related meetings and discussions held by the Senior Management of Kyiv RO and London HQ, debrief colleagues on progress of the Ukraine Reforms Architecture project;
- Any other relevant tasks as requested by the Operation Leader.

5. Reporting and Deliverables

The Senior Project Management Consultant will report to Bojana Reiner (Operation Leader, Associate Director for Policy Engagements and Grants, EBRD London).

The Consultant will liaise with key counterparts internally and externally including: London and Kiev-based consultants, the EBRD's Technical Cooperation Department and Donor Co-Financing Team, the EU teams in Brussels and Kyiv, the EBRD Kyiv Resident Office, members of all strands of the Reforms Architecture, representatives of donors, international organisations, civil society and business, external consultants and experts.

The Consultant shall carry out all the scope of services as set out above under Section 4 in a timely and efficient manner.

The Consultant shall ensure the timely delivery of progress reports from the Project assignments and provide documents and amendments to documents and budgets to the relevant counterparts and the Project team as and when needed.