

TERMS OF REFERENCE

TEAM LEAD (ANP)

ToR Date of Issuance:	Nov 19, 2018
Due Date for Applications:	Nov 25, 2018

PRSM is committed to providing equal employment opportunity without regard to race, color, religion, gender, sexual orientation, national or ethnic origin, age, disability or status as a veteran with respect to policies, programs, and activities.

Background

The **Professionals for Reform Support Mechanism (PRSM)** provides human resource support – from managers to technical experts - to critical reform initiatives undertaken by national governmental agencies. PRSM is a multi-donor platform, which improves coordination of donor efforts for greater impact and avoids overlap of donor funding. It does not support routine work of the Government of Ukraine that is normally managed by the civil service. To do this, PRSM:

- **Selects initiatives** based on clearly defined links to reform initiatives;
- Ensures transparent **recruitment** of human resources;
- Manages the **contracting** and payment of human resources;
- Provides financial **reports** for donors;
- **Monitors** initiatives for results.

Reform Initiative

The Expert Deployment for Governance and Economic Growth (EDGE) Project implements initiatives aiming to enhance strategic planning processes in ministries and agencies by implementing the [Results-Based Management \(RBM\)](#) approach: this includes support in developing the Logic Model of reform goals, developing the work plans and KPIs, assessing citizen impact and monitoring the reform progress.

In particular, EDGE was requested to optimize the process of preparation, monitoring and evaluation of the Annual National Programmes under the auspices of NATO-Ukraine Commission (hereinafter ANPs), which involve multiple Ukrainian ministries and governmental agencies. The goal is to ensure that ANPs are prepared in line with the Results-Based Management (RBM) principles. It is envisaged that the optimized ANP process will be supported by an IT-tool that will be developed for this purpose.

Position Summary

Team Lead will lead the team of 6 consultants to review the existing ANP planning, monitoring and evaluation practices in ministries/agencies involved in ANP preparation, provide recommendations on aligning these processes with the RBM methodology and implement those recommendation.

In performing these tasks, the team will be conducting research and legislative analysis, holding consultations with various stakeholders including senior officials, working with ministry/agency teams to develop their Logic Models, work plans and KPIs, making presentations, conducting strategic sessions and trainings.

The team will be responsible for organizing IT tool development and may contribute to the communications component for the promotion of the Ukraine's accession to NATO.

Terms of Reference Team Lead (ANP)

Indicative duties and responsibilities

With the help of the team of 6 consultants:

1. Review the existing ANP planning, monitoring and evaluation practices in ministries/agencies involved in ANP preparation and provide recommendations on aligning these processes with the RBM principles;
2. Develop detailed ANP planning methodology (handbook) and self-assessment methodology for ministries/agencies based on RBM principles. The methodologies will include gender and citizen impact assessment components;
3. Help ministries and agencies involved in ANP preparation to define their work plans and KPI's for ANP 2020 through series of strategic sessions/training:
 - a. Develop training materials based on ANP planning methodology and self-assessment methodology;
 - b. Conduct RBM strategic sessions: explain the methodology, facilitate discussions, support development of the Logic Models, work plans and KPIs;
 - c. Facilitate the development of the monitoring framework: develop a set of KPIs, sources of data, frequency, calculation and verification procedures;
 - d. Work with the ministry/agency teams: further explain the RBM methodology, resolve problems and obstacles during implementation;
 - e. Draft mid-term plan (Master Plan) for Ukraine's accession to NATO, which will serve as a baseline for the future ANP development;
4. Develop concept of IT tool for ANP planning and monitoring;
5. Procure software development services; supervise development and launch of the IT tool for ANP planning and monitoring;
6. Train Ministries and Agencies on the use of the IT tool ANP planning and monitoring;
7. Procure services for ANP-related communication materials; supervise the development;
8. If required, draft amendments to the Presidential Decree on ANP preparation or to other legal acts to reflect changes to the ANP-related processes.

Preferred qualifications and skills:

1. Dynamic, independent, results driven highly-motivated project manager;
2. Strong project management skills with a minimum of 7 years of relevant project experience;
3. Proven experience of providing management advice to external partners. Experience in development of a performance management system for external clients or in large corporations is a plus;
4. Understanding of [Results-Based Management \(RBM\)](#) or similar project planning and evaluation methodologies;
5. Understanding of the government policy making cycle and the overall reform agenda in Ukraine;
6. Experience in high-level negotiations, ability to communicate clearly and concisely;
7. Experience in conducting trainings/speaking at public events;
8. Professional knowledge of Ukrainian and English;
9. Degree in Economy, Finance, Business Administration, Law or other education with relevant practical experience;

10. Experience in governance, international organizations, reform projects at the governmental level is a plus;
11. Experience with a reputable management consultancy firms is a plus.

Contract duration and timing

Full time consulting position based in Kyiv starting Nov-Dec 2018. The total duration of the consultancy is expected to be 6 months with possible extension depending on the individual performance and donor's funding availability.

To apply

Submissions must be prepared in English and delivered electronically **by 17:00 Kyiv time on November 25, 2018** to the following address: prsm@fsr.org.ua. We do not welcome unsolicited phone calls.

All submissions must include:

- 1) Applicant's CV;
- 2) Applicant's brief letter of interest indicated related experience and achievements.

Please ensure to state **Team Lead (ANP)** in the e-mail subject line.

Applications received after the indicated deadline or without letter of interest will not be reviewed and considered.

Shortlisted candidates will be contacted after November 26, 2018.