

# PROFESSIONALS FOR REFORM SUPPORT MECHANISM

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## HUMAN RESOURCE SUPPORT FOR CRITICAL REFORM INITIATIVES

### TERMS OF REFERENCE PROJECT MANAGER ON PUBLIC-PRIVATE PARTNERSHIPS RESPONSIBLE FOR REFORM OF PENITENTIARY SYSTEM

ToR Date of Issuance:	March 21, 2016
Due Date for Applications:	15:00, April 4, 2016

*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.*

#### 1. Program Background

The Professionals for Reform Support Mechanism (PRSM) provides human resource support to critical reform initiatives undertaken by national governmental agencies. The multi-donor mechanism supports reforms initiatives. It does not support routine work of the Government of Ukraine (GoU) that is normally managed by the civil service.

At the request of a GoU ministry, the PRSM recruits short to medium term local Ukrainian experts and specialists, from outside government, to undertake assignments critical to reform within the GoU. The PRSM will also pay for limited-term salaries of key positions from within the army of volunteers that currently work without pay on reforms across government ministries.

The PRSM has been established by the Government of Canada through its **Expert Deployment for Governance and Economic Growth (EDGE) Project** in partnership with the European Bank for Reconstruction and Development (EBRD). Technically, the PRSM was created on the basis of the EBRD-established Foundation for Support of Reforms, which has also been the vehicle for establishment and support of the **Project Management Office (PMO) of the National Reform Council**.

The PRSM manages placements of experts via **contractual arrangements**. Experts are contracted via Service Contract to the Foundation, with a secondment assignment to the requesting ministry. Requesting ministries receive the experts through completion of a Partnership Agreement between themselves and the Foundation. The agreement also outlines the responsibilities of each party regarding the initiative.

#### The 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 according to particular donor specifications;
- Monitors initiatives for results.

## 2. Purpose of the Reform Initiative

The Ministry of Justice is responsible for the reform of the penitentiary system. The proposed reform initiative will establish a small Project Management Unit (PMU) within the Ministry of Justice (the Ministry) to define and implement a reform plan for the State Penitentiary System of Ukraine (SPSU). It involves several steps:

- reorganization of enterprises that operate in penal institutions,
- improvement of operational efficiency of enterprises that operate in penal institutions,
- design of new business processes within system,
- attraction of private investments,
- structuring of the PPP projects.

The current team requires an expert with knowledge and skills in PPPs on developing PPP projects in construction of new prisons in several Ukrainian cities. For the purpose of this Term of References, "Expert" is an individual registered officially as an Entrepreneur, which has **proven knowledge in the area of PPPs** and is willing to commit 6 months to the national reform.

## 3. Tasks to be Performed

The Scope of Work for the position includes the following:

- Developing a concept for a PPP project, aiming at constructing new prisons build outside several cities;
- Promotion of PPP projects to investors and providing necessary support to engage private investors to construct the first new penal institution;
- Project management coordination of first PPP project;
- Organization of external audit of state enterprises that operate in penal institutions;
- Performance and profitability improvement of state enterprises.

List of Deliverables:

- Concept with legal scheme of the project on construction of new penal institutions/detention centers through the public-private partnership;
- The analysis of the value of land under existing penal institutions/detention centers in the largest cities of Ukraine, highest & best use analysis;
- Cost analysis of the project on construction of new penal institutions/detention centers;
- Preliminary financial model of construction of new penitentiary institutions/detention centers;
- Investment proposals for potential participants of public-private partnerships;
- Prepared investment competitions for the construction of new penitentiary institutions/detention centers;
- Audit and financial analysis of state enterprises of SPSU;
- Proposals to increase revenues and reduce costs of state enterprises subordinated to the SPSU.

## 4. Qualifications and Experience

The Expert is expected to have the following qualifications:

- Education: economy, finance, business administration.
- 3-5 years or more experience on managerial positions in multinational corporations with focus on finance, business planning and project management;
- Experience in development of feasibility studies, business cases, investment projects;
- Experience in audit, financial analysis and performance improvement of enterprises;

- Preferably 1-2 years of experience in public sector with proved track record of implemented reforms and projects;
- Analytical and presentation skills;
- Advanced computer skills especially Microsoft Excel and Power Point.
- Foreign languages: English fluent.

## 5. Duration, timing, and location

The total duration of the consultancy is expected to be up to 6 months, with possible extension. LOE is no less than 20 days a month. The start of consultancy is April 11, 2016. The expert will be subordinated to the First Deputy of Minister and a PMU Leader. The workplace will be in the Ministry of Justice (Rylskogo lane, 10).

## 6. Submissions

Submissions must be prepared in English and delivered electronically by 15:00 Kyiv time on April 4<sup>th</sup>, 2016 to the following address: [olenam@agriteam.ca](mailto:olenam@agriteam.ca). All submissions must include:

- 1) A summary (max. 2 pages) of the applicant's expertise and experience (in English);
- 2) Applicant's CV (in English);
- 3) Three names of referees;
- 4) Proposed daily fee rate in US\$
- 5) *Proof of previous experience – only for shortlisted candidates.*

## 7. Evaluation Criteria

All applications received by the stated closing date will be evaluated and ranked according to the selection criteria below:

Criterion	Weight
<b>Education:</b> economy, finance, business administration, etc.	20%
<b>Experience:</b> <ul style="list-style-type: none"> <li>• 3-5 years or more experience on managerial positions in multinational corporations with focus on finance, business planning and project management</li> <li>• Experience in development of feasibility studies, business cases, investment projects;</li> <li>• Experience in audit, financial analysis and performance improvement of enterprises;</li> <li>• Preferably 1-2 years of experience in public sector with proved track record of implemented reforms and projects</li> </ul>	40%
<b>Skills:</b> <ul style="list-style-type: none"> <li>• Analytical and presentation skills;</li> <li>• Advanced computer skills especially Microsoft Excel and Power Point.</li> <li>• Foreign languages: English fluent.</li> </ul>	20%
Reasonableness of rate	20%
<i>Total</i>	<i>100%</i>

Following completion of the technical review, a Selection Committee comprised of representatives of the Ministry, the PMO and PRSM will evaluate the applications. Shortlisted candidates will be invited for an interview.

## 8. Timing

Applications must be received no later than April 4<sup>th</sup>, 2016 15:00 Kyiv time. It is not anticipated that late applications will be reviewed; however, PRSM reserves the right to consider any late applications for review, at its sole discretion. It is anticipated that the successful applicant will be contacted on or about April 6<sup>th</sup>, 2016.