

TERMS OF REFERENCE

Senior Project Manager on Public Administration Reform (PAR)/ Capacity building

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)¹ 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: integrated approach to the European energy sector integration process, streamlining energy transition policy and nuclear safety, ensuring efficient operation of energy markets, supporting corporate governance reform, facilitating sustainable recovery and investment support 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)/ 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 with:

- developing and implementing HR practices and PAR strategies;
- cooperation with National Energy Companies and their HR departments with regard to capacity building activities and human capital development;
- providing consulting and expert support in preparing and drafting strategies, policy papers, analytical materials, and implementation plans;
- coordination with international experts, donors, and partners and support the Ministry to conduct international events and conferences with the high-level presence from the Ministry;
- RST on capacity-building activities and PAR implementation within the Ministry.

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

¹ 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.

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

3. Duration and Proposed Timeframe

This consultancy assignment is expected to start in May 2025. Duration of the assignment is subject to the availability of project funding, the consultant's performance, and the specific requirements of the RST.

4. Main Duties, Responsibilities and Deliverables

The consultant is expected to assist the Ministry with the following:

- development and implementation of Public Administration Reform (PAR) implementation and capacity building activities in the Ministry (in close cooperation with the State Secretary and HR departments), as per recommendations outlined in key strategic documents – PAR Strategy 2022-2025 and its successor, annual European Commission's Enlargement Reports on Ukraine, 2023 SIGMA Monitoring Report (OECD recommendations) and the Ukraine Plan 2024-2027, forthcoming PAR roadmap as one of the opening benchmarks for Cluster 1 as part of the EU accession process:
 - implementation of the law on administrative procedure (as well as its alignment at the level of primary (new legislative initiatives) and secondary legislation (existing and new);
 - re-launch of merit-based recruitment and the selection process for civil servants;
 - roll-out of HRMIS (Human Resources Management Information System);
- promoting, developing and implementing activities related to PAR at the level of the Ministry:
 - ensuring awareness of the Ministry's management and seeking support to the implementation of relevant PAR strategy activities or actions within the Ministry;
 - conduction or/and participation at the conferences/events related to promotion of the PAR reform in the executive bodies of Ukraine;
 - monitoring and evaluating the progress of the reform's initiatives, adjusting these activities/actions as needed to meet reform objectives;
 - 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:
 - conducting comprehensive analyses of institutional capacity within the Ministry, identifying gaps and formulating recommendations for improvement;
 - coordination with national energy companies on the gap in the capacity building of energy specialists, coordination with experts on capacity building and seeking

the support of donors, projects to conduct special trainings for staff and civil servants, knowledge sharing exercises;

- 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;
 - 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;
 - assisting in coordination of strategic planning and implementation of results-oriented management approaches in the work of the Ministry;
 - analysis of the current documentary management system of the Ministry, developing and implementing a strategy to increase its efficiency and roadmaps to implement quality management system (QMS) to enhance the overall efficiency and effectiveness of the Ministry's operations.
 - providing support in change management in the Ministry (e.g. creating a clear vision, engaging stakeholders, assessing the current state, improving procedures and tools for assessing the performance of civil servants, communicating effectively, building capacity, integrating technology, measuring performance, fostering change champions, ensuring legal compliance, and establishing feedback mechanisms for a successful transition);
 - 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, enhancing the selection process for Ministry positions, focusing on improving the assessment of candidates' competencies, and implementing and overseeing a system for the adaptation of new employees in the Ministry's work environment);
- ensuring the visibility of the reform implementation 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;
 - engaging with stakeholders (international partner organisations, donors, experts, government officials, etc.), as well as participating in the working groups and committees involved in the reform process;
 - development of RST work plans, scopes, budgets, and other key documents related to international cooperation of the Ministry, advocating Sustainable Development Goals and overall key reform areas of the Ministry;
 - 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.

Expected deliverables:

- strategic implementation plan for PAR and capacity-building activities in the Ministry, aligned with the PAR Strategy 2022–2025, EU Enlargement Reports, SIGMA recommendations, and the Ukraine Plan 2024–2027;
- legal alignment matrix and action plan for the implementation of the Law on Administrative Procedure, covering both primary and secondary legislation;
- roadmap and documentation package for the re-launch of the merit-based recruitment system and civil service selection process;
- awareness-raising and communication materials for the Ministry's management on PAR and LAP initiatives, including briefing notes and presentations;
- legal gap analysis reports on civil service legislation and alignment recommendations with SIGMA EU principles and NAUCS guidelines;
- institutional capacity assessment reports for the Ministry with identified gaps and actionable recommendations;
- functional analysis reports of the Ministry with feasibility assessments of existing strategies and recommendations for EU alignment;
- analysis and roadmap for improving the Ministry's documentary management system, including QMS implementation framework;
- recruitment and talent management strategy, including design of a candidate database/talent pool, competency assessment tools, and onboarding system;
- ad-hoc policy papers, expert briefs, or reports requested by the RST Director to support the Ministry's PAR agenda.

5. Qualifications, Skills and Experience**5.1 Qualifications and Skills:**

- Master's degree in a relevant field (HR-management and organizational development, Business administration, Law, International relations, 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 public administration/public policy, 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 good practices in 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;
- familiarity with administrative structures, policies, decision-making processes, and the overall framework of the education sector;
- 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 **by 23:59 (Kyiv time), May 7, 2025** to the following address: **rst.mev@gmail.com**

All submissions must include a completed Application Form, NDA Form, the candidate's Curriculum Vitae and contact details of three 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.