

The Strengthening Public Resource Management Project  
(EUroPAF TF Grant #TF0A5324)  
**EU Programme for the Reform of Public Administration and Finances**  
(EUroPAF; EU ref.385-741 )

**Terms of Reference**

**Individual Consultant on Project Management for Implementing Human Resource  
Management Information System and Payroll**

**(Project manager)**

**1. BACKGROUND**

The Government of Ukraine approved the 2016-2020 Public Administration Reform (PAR) Strategy in 2016, which envisages the implementation of a Human Resource Management Information System and Payroll (HRMIS/Payroll) in public administration institutions and its phased roll out until 2020 (Priority 6, Action 18).

The HRMIS/Payroll system is called to automate all HR and payroll business process and to become an efficient and transparent tool for human resource and payroll management in public administration institutions of Ukraine. HRMIS/Payroll System (System) will have modules related to personal records of civil servants, payroll calculation, and analytics. The System shall cover all state administration entities at the central, oblast and local level that employ civil servants. The System will be implemented in two phases, the first phase of which is to be completed by mid-2020. Phase I “HRMIS implementation. Pilot project” includes implementation of main part of functionality for 1 000 users for core functions and 40 000 users for self service in central level government entities. Phase II “HRMIS implementation in central authorities and regional and rayon administrations” includes implementation of functionality envisaged by elaborated in Phase 1 modules and new modules of informational system for 9 000 users for core functions and 250 000 users for self service in regional level government entities.

The Strengthening Public Resource Management Project, executed under the Grant Agreement #TF 0A5324 between the World Bank, who acts as an administrator of the grant funds <sup>1</sup>provided by the European Commission on behalf of the European Union under the EC – World Bank Partnership Program for Europe and Central Asia Programatic Single-Donor Trust Fund (EU Program for the Reform of Public Administration and Finances in Ukraine (EUroPAF, EU ref.385-741), and Ukraine, supports HRMIS/Payroll

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<sup>1</sup> These grant funds come from the EU program “Support to comprehensive reform of public administration” (ref. ENI/2016/039-569) supporting the PAR implementation.

implementation activities under the Project's Part A "Strengthening Human Resource Management in Public Administration Institutions" (Project). The National Civil Service Agency (NACS) is Project's responsible implementing agency in part of HRMIS activities.

More information about the project can be found at

<http://projects.worldbank.org/P161586?lang=en>.

The NACS has launched the bidding procedure for the procurement of HRMIS/Payroll in August 2018 which is currently at the bids evaluation stage. The evaluation and signing the contract for HRMIS/Payroll supply and installation (hereinafter - HRMIS Contract) are expected to be completed by the end of December 2018. The first phase of HRMIS/Payroll implementation shall be completed by July 2020.

The NACS is looking for a highly experienced and qualified project manager (the Consultant) to ensure timely and efficient implementation of the Project and specifically HRMIS/Payroll supply and installation contract, and to strengthen its project implementation team to address these tasks. The Consultant will be contracted through competitive selection. This TOR defines the purpose, scope and duration of consulting services required and qualification requirements for the Consultant.

## **2. OBJECTIVE**

The objective of this assignment is to provide the overall support to the NACS in managing the implementation of the Project as a whole and with specific focus on HRMIS supply and installation contract to ensure successful delivery of the Project 's objectives.

## **3. SCOPE OF SERVICES**

The scope of services to be provided by the Consultant (Project Manager) shall include but not limited to the following:

- Overall coordination of the project implementation;
- Coordination of the project implementation team activities and supervising of the quality of the tasks performed by the team at the day to day basis;
- Coordination activities with NACS, HRMIS supplier, project related governance bodies and all relevant stakeholders involved in the project;
- Contribution to development and implementation of the communication strategy with all relevant stakeholders and public;
- Participation in the internal meetings, technical meetings and meetings with World bank;
- Initiation and manage the adoption of the existing legislative frameworks (if required) for the HRMIS successful implementation;

- Define, update and supervise a comprehensive project and change management plans, detailing deliverables, timelines and resource requirements;
- Creating and supervising the strategic framework of the successful project implementation, incl. system of KPIs and measures to achieve the KPIs values planned;
- Development and implementation of the policies for HRMIS risk management and mitigation.
- General supervision of all project contracts incl. HRMIS Contract (user training, testing, acceptance etc.);
- Arrangement of project related documentation and communication keeping.
- Preparation of the project progress and monitoring reports, and project related information the NACS to submit to the World Bank, the Ministry of Economic Development and Trade, the Donor (the EU), and other interested authorities.

#### **4. QUALIFICATION REQUIREMENTS**

The Consultant shall meet the following core qualifications criteria:

##### *Education*

- Higher education in information technology, public or business administration and other relevant disciplines.

##### *Experience*

- Experience in Project management for at least 6 years;
- Experience in implementing or managing of at least 1 completed large-scale IT project in the public sector of Ukraine covering at least 150 000 users;
- Experience in implementing or managing Human Resource Management assignments;
- Experience in managing the projects financed by the IFIs or international Donor is highly desirable;
- Experience in working at senior positions of the public entities for at least two years is highly desirable;
- Experience in preparation of normative legal acts is highly desirable;
- Excellent communication, conflict management, reporting and leadership skills;
- Fluency in Ukrainian and English languages is mandatory.

When submitting CV and cover letter (statement of interest), Consultants shall provide i) information confirming their experience in the areas specified in this section, as well ii) reference letters detailing the results of the projects implemented. The NACS may at its

discretion invite the potential Consultant to an interview to get prove of Consultant`s skills and qualifications.

## **5. DELIVERABLES AND REPORTING**

During the implementation of the assignment, the Consultant shall prepare at least monthly progress reports, documenting i) activities performed and results achieved; ii) the progress compared to the plans as would be agreed with the NACS at the start of the assignment, iii) implementation issues and risks, and iv) relevant recommendations for their solution.

Based on the NACS`s needs and requests the Consultant shall prepare other documents within the scope of Consultant`s tasks and responsibilities under this assignment.

All reports shall be submitted to and approved by the NACS`s Project Coordinator.

The Consultant shall prepare reporting and other documents in a format and details satisfactory to the NACS, in Ukrainian and English as required, in two copies, in a printed form and electronically. The texts of electronic documents are submitted in Word or PDF.

Each Report, submitted by the Consultant should be accompanied by the certificate of transfer-acceptance of the provided consulting services.

Any reporting document made under the Contract shall not be shared by the Consultant with third parties without prior written agreement from the NACS. The Consultant shall follow the conditions of confidentiality with regard to performance of all work under this ToR and the respective Contract to be signed with the NACS.

## **6. PLACE, DURATION OF THE ASSIGNMENT, AND REMUNERATION**

The Consultant is expected to provide the services on Project Management in the city of Kyiv starting from December 2018 and through July, 30<sup>th</sup> 2020, unless agreed differently through amendments to the contract.

A probation period will apply for the first three months. Subject to unsatisfactory performance of the Consultant during the probation period the contract may be terminated.

Given the nature and magnitude of the project, the Consultant is expected to have a full time dedication. The level of remuneration and payment modalities will be defined upon negotiations with the selected individual. The payment for the Consultant`s services will be made based on the Consultants reports and time sheets accepted by the NACS and against submitted invoices.

## **7. PROCEDURE OF WORK**

The Consultant shall work closely with the NACS project implementation team and report directly to the NACS's Project Coordinator. Once the Supplier for the HRMIS/Payroll is contracted, the Consultant shall closely interface with and supervise the Supplier, while ensuring necessary coordination with the key public institutions.

Any comments and/or claims to the Consultant with regard to the provided services should be expressed by the NACS in writing not later than within 10 working days from the date of submission of the reporting documentation by the Consultant. In case the comments and claims from the NACS are missing then the services of the Consultant shall be considered as approved and services of the Consultant under this ToR shall be continued without additional coordination with the NACS.

All documents concerning provision of the services under this ToR being prepared by the Consultant during the assignment shall be subject to discussions with the NACS's officials responsible for implementation of the Project.

In case of need and upon agreement of the Parties, the Consultant's scope of services as foreseen in the Section III of the ToR could be revised through relevant written amendments to the Contract.

## **8. CLIENT'S INPUT**

The NACS shall, within its competence, provide the Consultant with all necessary support to enable the Consultant to fulfill this assignment. In particular, in the course of the assignment the NACS provides the Consultant with

- i) regulated access to Project and HRMIS contract related documents, and other task related information materials as will be required,
- ii) access to the NACS's systems and premises; and
- iii) equipped working place in the office with the access to a computer and office equipment (photocopier, printer and scanner), communication facilities (including the access to the Internet), consumables and stationery.