



**Government of Ukraine
United Nations Development Programme**



**Support to Economic Reforms in Ukraine
through Blue Ribbon Advisory and Analytical Centre**

Brief description:

The project is designed to support next generation of economic reforms in Ukraine. It intends to use Blue Ribbon Commission Reports , as well as national strategic planning documents and the EU-Ukraine Action Plan as the platform to mobilize wide range of national and international communities in supporting the Ukrainian policy stakeholders to implement further reforms.

This support will be provided through (1) assistance in policy formulation; (2) capacity development and (3) expanding public policy dialogue.

As a result of improved policies, capacity development and citizens' involvement, all people of Ukraine will benefit from more efficient economic environment. This will result in improved living standards, sustainable growth and achievement of Ukraine's European integration objectives.

2008

SIGNATURE PAGE

Country: Ukraine

UNDAF Outcome: By 2010, poverty reduced by 50% through equitable area-based economic growth and targeted provision of inclusive social services.

Expected CP Outcomes: Sustainable economic development through pro-poor policy reform

Expected CP Outputs: New wave of social and economic policy reform at the national and regional levels developed.

Implementing partner: Ministry of Economy of Ukraine

Responsible parties: Cabinet of Ministers, Verkhovna Rada, Ministry of Finance, Ministry of Agriculture, State Committee for Development of Entrepreneurship, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Labour and Social Policy, State Committee of Statistics, State Oblast Administrations, NGOs

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Programme Period: 2006-2010

Programme Component: Achieving the MDGs and reducing human poverty

Project Title: Support to Economic Reforms in Ukraine through Blue Ribbon Advisory and Analytical Centre

Project ID: 00044084

Project Duration: 2008-2010

Management Arrangement: NEX

Total Budget **USD 3 057 485.00**

Allocated resources: USD 724 671.00

- Regular (TRAC) USD 141 600.00
- Other (EC) USD 583 071.00
- Other (Govt) in-kind (office space)

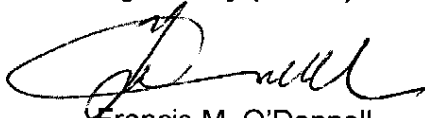
Unfunded budget: USD 2 332 814.00

Agreed by (Ministry of Economy of Ukraine)



Bogdan Danylyshyn,
Minister of Economy of Ukraine

Agreed by (UNDP)



Francis M. O'Donnell,
UNDP Resident Representative in Ukraine

**Support to Economic Reforms in Ukraine
through Blue Ribbon Analytical and Advisory Centre**

Project Document

1. Introduction

The project builds upon the Blue Ribbon Commission Report (BRC) "Proposals to the President – A New Wave of Reforms" (issued in January 2005), and subsequent BRC reports (issued in July 2005 and September 2006, respectively).

Following the preparation and presentations of above Reports, consultations at the highest levels of Ukrainian government, international development community, civil society and private sector have demonstrated the need for policy advisory and capacity building services provided to a wide range of national stakeholders to assist Ukraine in implementation of long-awaited economic and social reforms.

The need for such project is further confirmed by the content of UNDP Country Programme Action Plan (CPAP) for 2006-2010. The suggested project directly falls under the following results of CPAP Results and Resources Framework:

- outcome "Sustainable economic development through pro-poor policy reform";
- output "New wave of social and economic policy reform at the national and regional levels developed".

The project will also contribute, in part, to the attainment of the following CPAP outputs:

- agriculture and rural development policy reform further strengthened, and access of Ukrainian farmers to property, credit schemes, technology, and market services enhanced;
- tax policies and procedures, administrative regulations and laws for small and medium enterprises (SME) simplified to enable fair competition; SME and entrepreneurship development expanded to disadvantaged areas through capacity building.

2. Situation Analysis/Substantive Focus

Despite nearly seven years of economic growth, Ukraine's social and economic status ranks among the lowest in Europe. Therefore, Ukraine's ability to ensure sustained rapid economic growth and the associated rise in living standards over 15-20 years is critical for the country's future.

Although several reforms are noticeable and welcomed, Ukraine stills suffers from insecure property rights, overregulation of the economy, artificial monopolization of markets, discretionary economic policies. Economic changes have not been accompanied by adequate social reforms or reforms of the political and administrative system.

Policy advisory and capacity building services offered by the project will thus focus on the following thematic areas, which could be adjusted in consultations with stakeholders as the project evolves and situation in Ukraine develops.

Improvement of Economic Environment

Support will be directed at removing obstacles to privatization, the development and expansion of entrepreneurship, improvement in the country's investment rating, attraction of large foreign investments, agriculture and rural development. Reform will result in better regulatory policies, effective protection of competition and sustained economic growth.

International Integration

Support will be provided for strengthening the benefits Ukraine can have through regional and global integration and trade, for example membership in the WTO and enhanced external trade. The project will also support activities on establishment of a deep free trade area between Ukraine and the European Union.

Fiscal Policies and Financial Markets

Reforms to be considered are further tax reform, national budget procedures, fiscal stability, financial decentralization, access to credit and financial markets. Key support will be directed towards enactment of laws on joint-stock companies and other legal forms of enterprises, property ownership and registration. Advisory support will be provided concerning strengthening financial and political independence of regulatory bodies.

Social Security Reforms

Taking into consideration comparatively large share of Ukraine's GDP on social expenditures, support will be provided for more efficient, better targeted use of these resources through reform of pension system and social safety net .

Agricultural Policy Reform

Support will be provided to facilitate the development and implementation of effective agricultural policies. The project will support the improvement of essential legislation in agriculture, development of legislation to establish a fully-fledged land market, and promote environmentally friendly agricultural technologies.

3. Project Strategy

To support Ukraine in formulation of a new wave of social and economic reforms, and translating them into practice, the project will undertake the following list of activities. These will be implemented through a permanent and broad-based consultative process involving the Government, Delegation of the European Commission (main donor of the project), and other project stakeholders:

- 1. Provide quality analysis, economic policy recommendations and feedback in order to support the legislative and the executive of Ukraine in developing and implementing key economic and social reforms that enable sustainable economic growth and human development.** Within this activity, the project will:
 - analyse problems and challenges in thematic areas of involvement;
 - conduct research (surveys, studies, review of analyses already completed in the area, comparative literature) and provide recommendations in the form of policy papers, proposals for programmes, or a concept of a legislative act (including inputs from other relevant agencies and affected persons outside of government);

- monitor the results of the advice given and the effects of the implementation of the decision taken in this regard (including the use of surveys and studies);
- contribute to preparation and updating of regular national and governmental strategic and programming documents.

2. Facilitate capacity building of the staff of state authorities and other organisations involved in policy formulation and implementation process. This activity will include the following tasks:

- identify shortcomings in capacity of senior officials, civil servants and non-government players of policy formulation process;
- develop and implement capacity building activities;
- ensure that expertise and best practices are properly transferred to Ukrainian counterparts in the course of implementing Activity 1 above;
- facilitate international exposure of Ukrainian professionals by sharing information on important international events, enlightening on and connecting them to existing global networks for knowledge sharing, and providing, where necessary, logistics support;
- publication of own studies, analysis and opinions;
- maintaining public website informing about advice provided, containing reports and analysis developed by project, reporting on events organized by project.

3. Establish efficient mechanisms/models of public policy dialogue on economic and social issues. The following tasks will be included into this activity:

- promote participatory approach to policy formulation and decision-making by establishment of multi-stakeholder panels and taskforces and organizing public hearings /discussions on key economic policy choices;
- hold regular consultations with representatives of NGOs, academia and private sector to provide feedback to the Government on public view on a range of economic issues;
- establish a permanent monitoring and feedback system, which would include surveys of the public.
- create a database of research and statistical information to be shared at requests of NGOs, think-tanks and other policy stakeholders.

4. Management Arrangements

Implementing Partner

The Ministry of Economy of Ukraine (MoE) will be the Implementing Partner for this National Execution (NEX) project. The MoE makes an ideal partner in that the Ministry is the leading institution within the Government of Ukraine with responsibility for formulation and implementation of cross-cutting economic and social policies.

Project Board

The Project Board is the group responsible for making, on a consensus basis, management recommendations for a project when guidance is required by the Project Manager (BRAAC Director). Particularly, the Project Board will have the responsibility to review/endorse project documents and revisions thereto, annual workplans, quarterly and annual project reports.

This group contains three roles:

- Executive representing the project ownership to chair the group. For this project, **the Ministry of Economy of Ukraine** will assume the role of Project Board Executive.
- Senior Supplier role to provide guidance regarding the technical feasibility of the project. This role will be assumed by **UNDP and Delegation of the European Commission**.
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries. This role will be assumed by **the Ministry of Economy**.

To discuss strategic issues of BRAAC activities and impact, and to ensure that best available international and national expertise is given due consideration in formulation of BRAAC strategy, the Project Board may decide to invite to its meetings prominent scholars, practitioners and politicians.

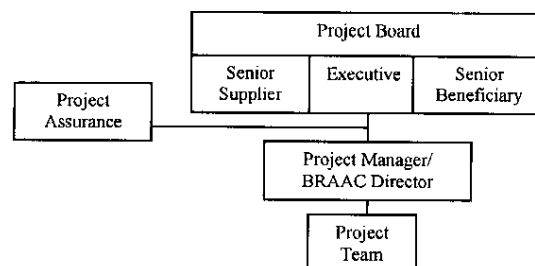
Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. This role will be performed by a **UNDP Ukraine Programme Officer**.

Project Manager (BRAAC Director)

The Project Manager (BRAAC Director) develops the vision and business strategy of BRAAC, initiates and coordinates the delivery of policy advice. The Project Manager (BRAAC Director) is responsible for day-to-day management and decision-making for the project. The Project Manager's (BRAAC Director's) prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Project Manager (BRAAC Director) will act, particularly, on the basis of authority to be delegated to him/her by the Implementing Partner as per Standard Letter of Agreement between the Implementing Partner and UNDP for the Provision of Support Services (See Annex 2).



Project Team

A number of long-term international and national experts and advisors will be attracted to deal with distinct components of the project. The Project Manager/BRAAC Director will receive the support of national experts, in particular:

- Deputy Project Manager (Deputy BRAAC Director);
- Team Leader, Senior Expert and Analyst on Macroeconomics;
- Team Leader, Senior Expert and Analyst on Regulatory Policies and SME Development;
- Team Leader, Senior Expert and Analyst on Fiscal Policies;
- Team Leader, Senior Expert and Analyst on International Integration;
- Team Leader, Senior Expert and Analyst on Agriculture.

To ensure the effective and efficient operations, Project Manager/BRAAC Director will be supported by:

- Administrative/Finance Associate;
- Communications Officer;
- IT Specialist;
- Secretary;
- Driver.

The ToRs of the above-mentioned positions are attached to the present Project Document (See Annex 1).

The Project Manager (BRAAC Director) may also decide to employ short-term international and national consultants as needed for the attainment of BRAAC objectives.

Other provisions

Project implementation will be governed by provisions of the present project document and UNDP User Guide. The project will utilize a direct payment modality. Country office support services will be charged in accordance with the Agreement between Implementing Partner and UNDP for the Provision of Services by UNDP (See Annex 2).

External and internal audit of the project will be organized in accordance with UNDP finance/operations rules and procedures.

5. Monitoring and Evaluation Strategy

The Project Manager (BRAAC Director) will prepare and submit quarterly and annual progress reports, to the Implementing Partner and UNDP. Quarterly and annual progress reports shall be subject to review by the Project Board. Project Manager (BRAAC Director) will also be responsible for preparation of other reports as may be required in implementation of the project, for instance, reports to donors as foreseen by relevant cost-sharing agreements.

Quarterly and annual project reviews will be conducted by the Project Board to assess progress and provide recommend/advise as appropriate.

The Project is subject to regular UNDP audit and evaluations, as well as other monitoring activities as may be foreseen by cost-sharing agreements.

6. Legal Context

This Project Document shall be the instrument referred to as such in Article 1 of the Standards Basic Assistance Agreement (SBAA) between the Government of Ukraine and the UN Development Programme, signed by the respective parties on 3 June 1993.

The Implementing Partner shall, for the purposes of the SBAA, refer to the government cooperating agency described in the latter Agreement. The project shall be also governed by the Country Programme Action Plan (2006-2010) signed between the Government of Ukraine and the United Nations Development Programme.

7. List of Annexes

- Annex 1. Terms of Reference for project staff
- Annex 2. Agreement between Implementing Partner and UNDP for the Provision of Services by UNDP
- Annex 3. Annual Work Plan for 2008
- Annex 4. Quality Criteria
- Annex 5. Country Programme Action Plan (2006-2010) between the Government of Ukraine and the United Nations Development Programme

Support to Economic Reforms in Ukraine through Blue Ribbon Advisory and Analytical Centre

Terms of Reference

1. BRAAC Director/Project Manager

The Director of BRAAC works under the guidance of the Resident Representative and/or his deputy, and in conformity with decisions by the BRAAC steering committee and advisory board, and, in liaison with the UNDP, EC, and national counterparts, performs the following:

Strategic responsibilities

- Develops the vision and business strategy of BRAAC, in accordance with a core mission statement and in order to ensure achievement of goals and objectives; submits these for comment by the AB and for approval by the SB;
- Initiates and coordinates the delivery of high quality strategic policy advice to key national counterparts in Presidency, Government, Judiciary, and Parliament;
- Develops and exploits a network of eminent and operational policy advisors; the advisory services to be deployed should be both high-end (caliber: former EU Prime Ministers/ Deputies, Ministers, MEPs, EC Commissioners/DGs, world-renowned reformers, etc.); and operational (leading experts, etc.)
- Develops a network of a select few major institutional partners mainly in the EU and its neighborhood, able to collaborate on policy initiatives, events, and advisory services.
- Ensures networking and partnership building with the government, judiciary, parliament, local authorities, non-government, private sector and international development organizations or projects.
- Develops a community-of-practice (CoP) knowledge management approach to enlisting key stakeholders and strategic partners in policy debates around cutting-edge topics, and to capturing empirical evidence of experiences that can serve to support or refute important policy hypotheses;
- For these ends, develops an outreach strategy for partnerships, and communications and knowledge management plans, and the relevant formal protocols to lock-in commitments and agreements between the parties;

Managerial responsibilities

- Supervises day-to-day management of BRAAC and is responsible for the overall operational management of the BRC initiatives, including delivery of results, in accordance with the project document, work plans and other joint agreements between the national counterparts and UNDP, and the EC;
- Coordinates preparation of periodic progress reports and briefs the SB on a regular basis on results, tactics, opportunities, parameters, and constraints;
- Coordinates preparation of occasional thematic or sectoral papers and brief the AB on critical issues where their advice is solicited, and ensure follow-up on their recommendations;
- Mobilizes, manages and delivers all the inputs required for successful implementation – recruitment of expertise, sub-contracts, training, procurement and other inputs of the project in accordance with established UNDP norms;

- Ensures full compliance with UNDP internal controls framework, and performs any duly functions duly delegated including in terms of ATLAS operations;
- Assures communication outreach, arranges PR and media activities that enhance knowledge dissemination and recognition of UNDP as a core partner of the government and people.
- Assumes direct responsibility for managing the project budget, based on the delegation of authority. Ensures that project funds are available when needed and disbursements achieved as per the work plans. Ensures appropriate recording and accounting documentation as required by UNDP and preparation of required financial reports. Ensures accuracy, quality and transparency of the financial operations of the project;
- Ensures the development of cross-project linkages with other relevant UNDP projects and programmes for mutually reinforcing impact.
- Ensures BRAC compliance with UN security directives in Ukraine, including MOSS compliance, and security of BRAC assets, resources, including IT.

Service responsibilities

- Acts as Secretary to the steering committee and advisory board, and advises the Resident Representative on issues for discussion in these instruments;
- Acts as Secretary to a future Blue Ribbon Commission when a BRC is commissioned with a major work; to this end, proposes to UNDP and SC the TORs, composition, chairing, and workplan of any further BRC initiative; and supports the BRC Chair(s) in steering the consultation process and in ensuring BRAC support and quality control.
- Writes advisory papers that use knowledge harvested (through CoP) to empower key constituencies-for-change with greater awareness of experience, options, and opportunities, as well as risks and lessons learnt;
- Supports UNDP in partnership building with and mobilization of resources from government, non-government, private sector and international development partners. This will include the preparation of strategies and proposals, organization of regular donor meetings and field visits.
- Represents the BRAAC in any discussions with stakeholders and counterparts, and, in coordination with UNDP senior management, with any current or future donor/institutional partners;
- Performs other relevant duties as may be communicated by the Resident Representative.

Competencies and Qualifications:

The candidate chosen will meet the highest standards of integrity, probity, competence and efficiency. He/she will also:

- Hold a Doctorate or PhD in public policy, economics, politics, development, or related relevant field, and 15-20 years progressively responsible experience in national and/or international public policy environment, at least 5-10 years of which should be in dealing with the post-communist transition in Central/Eastern Europe;
- Have in-depth familiarity with EU accession process and neighbourhood policies, including stabilization and association processes, and EC-funded programmes;
- Possess already a considerable network of renowned policy/research institutions and experts in related fields, and has a solid reputation in these related institutional circles;

- Be a recognized authority or resource in his/her field, with a reasonable list of academic, research, and/or policy publications in evidence thereof in established expert periodicals;
- Have demonstrated competence in the sphere of policy formulation and implementation; excellent writing, communication and reporting skills;
- Have managerial experience and acumen adequately proven in the optimal acquisition and use of human, financial, and material resources in policy-oriented institutions, projects or programmes; strong organizational and time management skills;
- Possess mature judgement combined with a proactive, energetic approach to problem solving; and excellent interpersonal and communication skills;
- Have ability to work with a wide cross-section of partners: Government, NGO's, communities, media and international donors;
- Be reasonably familiar with Ukrainian legislative, policy and human resource issues as they apply to the project development area;
- Be able to discharge full responsibilities related to UNDP and EC accountability;
- Be fluent in English, and preferably also in Ukrainian and/or Russian.

2. Deputy BRAAC Director/Deputy Project Manager

- Coordinates day-to-day work of project staff on organizational, logistical and technical issues;
- Manages administrative matters and assures availability of technical resources required for the project;
- Organizes senior-level meetings, reviews, presentations and other events as required by project objectives;
- Coordinates preparation of regular progress reports and work plans;
- Coordinates preparation of other documents and reports as requested by BRAAC Director/Project Manager;
- Coordinates and supervises editing, printing and translation of documents;
- Supports BRAAC Director/Project Manager in managing project budget;
- Facilitates cooperation with government and other national partners of the project;
- In coordination with BRAAC Director/Project Manager, represents the project among relevant stakeholders;
- Substitutes BRAAC Director/Project Manager in his/her absence;
- Performs other duties as required.

Competencies and Qualifications:

- Minimum 10 years of experience in managing/coordinating policy advisory projects with international/bilateral development organizations
- Western training preferred
- Strong organizational and time management skills, deep sense of responsibility and time sensitivity
- Familiarity with Ukrainian government institutions and other actors involved in policy formulation and implementation, including academia, think-tanks, NGOs, prominent experts, mass media
- Excellent interpersonal skills, problem-solving attitude and mature personality
- Good knowledge of UN and UNDP systems, rules and procedures
- Computer literacy
- Knowledge of English is an asset

3. Team Leaders (5 posts)

- Serve as a main focal point and knowledge champion of the project on her/his policy area;
- Guide relevant project team on priority and routine issues of her/his policy area;
- Link-up the project to relevant government counterparts, and to other available policy formulation mechanisms and decision-makers;
- Ensure the use of best international expertise and practices by forming the networks of prominent world-class advisors in her/his policy area;
- Promoting participatory approach to policy formulation and decision-making by establishment of multi-stakeholder panels and taskforces and organizing public hearings /discussions;
- Organize regular consultations with representatives of NGOs, academia and private sector to provide feedback to the Government on public view on a range of socio-economic issues;
- Identify shortcomings in capacity of senior officials, civil servants and non-government players of policy formulation process, and develop and implement capacity building plans;
- Facilitate international exposure of Ukrainian professionals by sharing information on important international events, enlightening on and connecting them to existing global networks for knowledge sharing, and providing, where necessary, logistics support;
- Contribute to national strategic and legal documents in her/his policy area;
- Advocate, promote awareness and understanding of issues and responses related to the sector, represent project accordingly at public events as requested;
- Provide on-site transfer of knowledge and best practices to the Government, UNDP, project staff and other parties to strengthen national capacities;
- Perform other duties as required.

Competencies and Qualifications:

- Proven deep knowledge of the policy area, with a minimum of 7 years experience;
- Proven experience of advisory services to senior decision-makers;
- Solid academic and practical record, including pieces of research and analysis, strategic notes, staff papers, laws and implementing legislation;
- Ability to work with a wide cross-section of partners, Governments, NGO's, communities, and media;
- Strong organizational abilities and innovative thinking;
- Networker and best-practices provider;
- Excellent writing and communication skills;
- Computer literacy;
- Knowledge of English is an important asset.

4. Senior Experts (5 posts)

- Serve as a project team's practitioner by connecting to policy stakeholders, advocating and explaining progressive concepts, providing and organizing the provision of ad hoc and strategic advice in team's policy area;

- Permanently link-up project management and analytical staff to all significant developments in team's policy area;
- Be an active participant of policy formulation process by attending and contributing to meetings, task forces, workgroups and other events convened for the purpose of policy formulation
- Monitor the use of the advice given by the project, and implementation of policy reform decisions and their implications;
- Together with civil society organizations selected for this purpose, establishment a public monitoring and feedback system (reform observatory);
- Take part in drafting of legal, regulatory and strategic documents related to team's policy area;
- Initiate the drafting of policy proposals and other responses to remove identified systemic problems
- Advocate, promote awareness and understanding of issues and responses related to the sector, represent project accordingly at public events as requested;
- Provide on-site transfer of knowledge and best practices to the Government, UNDP, project staff and other parties to strengthen national capacities;
- Perform other duties as required.

Competencies and Qualifications:

- Proven practical experience in the policy area, with a minimum of 7 years involvement;
- Civil service experience is an important asset.
- Proven experience of advisory services to senior decision-makers;
- Solid practical record, including strategic and staff notes, laws and implementing legislation;
- Ability to work with a wide cross-section of partners, Governments, NGO's, communities, and media;
- Ability to present independent views and new concepts in a challenging environment;
- Strong advocacy skills and innovative thinking;
- Networker and best-practices provider;
- Excellent writing, communication and reporting skills;
- Computer literacy;
- Knowledge of English is an important asset.

5. Analysts/Junior Analysts (5 posts)

- Consolidate and systematize best knowledge and practices in relevant policy area;
- Conduct research (surveys, studies, review of analyses already completed in the area, comparative literature) and provide recommendations in the form of policy papers, proposals for programmes and such;
- Permanently analyze short- and long-term trends and developments in relevant policy area, and produce regular staff notes and briefing papers;
- Review and comment on drafts of legal acts, strategies and programmatic documents affecting the developments in relevant policy area, and suggest alternative solutions;
- Facilitate dissemination of market-oriented concepts and analytical technique to local specialists in government, research and education;
- Create a database of research and statistical information available at hand to respond to requests of project stakeholders;

- Provide consultations and briefings to project staff and other interested parties;
- Perform other related duties as required by management.

Competencies and Qualifications:

- Relevant academic background in the policy area;
- Minimum 3 years of academic and analytical record, including pieces of research and analysis, strategic notes, staff papers;
- Excellent Ukrainian/Russian writing skills;
- Ability to clearly and succinctly articulate and explain the results of research;
- Knowledge of statistical techniques and econometric modelling;
- Teaching and capacity building experience is an important asset;
- Computer literacy;
- Knowledge of English is an asset.

6. Administrative/Finance Associate

The administrative/finance associate will work under supervision of BRAAC Director/Project Manager and UNDP Business Centre and Administrative Services Unit, perform the following:

- Manage all financial matters related to the Project's implementation including contract, payments and financial revisions;.
- Provide logistical support (interviews, travel arrangements, payments) for team members, NGOs and other institutions involved in the project implementation;
- Assists in organizing outreach activities;
- Analyse and maintain an overview of the office work to ensure that timely; administrative and financial support is provided in general and specialized;
- Prepare correspondence, special reports, evaluation and justifications as required on general administrative and specialized tasks within assigned area of responsibility;
- Participate in briefing and debriefing of project personnel on the office running matters;
- Participate in preparation and delivering of training sessions and seminars;
- Maintain close contacts with Business Centre of the UNDP office to be aware of, and implement new financial and administrative measures and UN rules;
- Participates in drafting of workplans and budget of the project;
- Prepare all necessary documents for audit, ensure transparency of project implementation;
- Compile financial data and detailed cost estimates; participate in budget analysis;
- Maintain cash books, control disbursements;
- Prepare recurring reports to UNDP as scheduled and special reports as required for budget preparation.

Competencies and Qualifications:

- Relevant education and/or experience in the sphere of economy, finance or accounting
- Excellent analytical, statistical, communication and organization skills
- Good interpersonal skills, diligent and accurate
- Ability to balance many simultaneous tasks, self-training

- Administrative experience is be an asset
- Strong computer skills, knowledge of financial and project management software and Excel
- Knowledge of English is an important asset.

7. Communications Officer

The communications officer will work under supervision of BRAAC Director/Project Manager and UNDP Information Unit, and perform the following:

- Design, agree and implement communication/information strategy for the project;
- Prepare annual/quarterly communication work-plans as a part of the project plans;
- Participate in preparation of the project reports and plans;
- Maintain project media relations for reaching main donors, partners and general public audiences through press conferences, press trips, project visits, arranging interviews for newspapers, TV, radio, e-media;
- Maintain close working contacts with mass-media representatives (both Ukrainian and international);
- Maintain contacts with governmental, non-governmental institutions, academia, local and community authorities;
- Promote project through stories, articles and other PR activities;
- Organize special events based on key UN days or UN/UNDP themes;
- Review project proposals to determine information support needs;
- Prepare and update project website regularly;
- Prepare photos related to the project implementation;
- Submit regular updates for UNDP Ukraine web-site on the project;
- Develop project promotion materials such as leaflets, brochure, newsletters, and produce them;
- Ensure wide and target distribution of information materials produced;
- Ensure that at least once every quarter, a "best practice" article on project activities is sent to UNDP;
- Scan press and publications for articles of interest to project and circulate them to project staff;
- Handle correspondents and reply to inquiries for public information materials;
- Assist with donor visits, provides services of donor guide during donor visits and events;
- Liaise with communication staff of other projects;
- Any other duties as may be assigned

Competencies and Qualifications:

- Higher education in PR/Journalism/Linguistics
- Be proactive, energetic, committed and innovative
- At least 5 years of practical experience in communications/reporting field;
- Knowledge of political environment in Ukraine and experience in communicating on policy formulation and implementation topics;
- Excellent writing and communication skills in Ukrainian/Russian/English;
- Excellent computer skills (including Adobe Acrobat, PowerPoint, PhotoShop)
- Strong knowledge and use of modern information technologies.
- Ability to clearly and succinctly articulate ideas and messages;

- Good knowledge of UN and UNDP systems.

8. IT Specialist

- Day to day administration, operation and maintenance of the project office network, servers, as well as computers, including hardware and software;
- Ensure and maintain full operational status of the Internet-server, mail host, and computer equipment;
- Maintenance of the uninterrupted 24 hours Internet connection and electronic mail;
- Maintenance and update of the inventory list of the computer equipment, monitoring of the physical existence of the office hardware and software;
- Studying of the computer equipment requirements and working out of the recommendations on improvement of the IT-situation in the project;
- Consultation and technical assistance to the computer users;
- Maintenance of the contacts with the UNDP CO IT Manager on IT related issues;
- Introduction and implementation of new information technologies in the project with full observance of the corporate policies on IT;
- Installation, set up, configuration and de-bugging of the LAN equipment and software to full operational capacity;
- Preparation and implementation of all necessary hardware/software configurations for full operation as a top-level LAN including workstations, file servers etc.;
- Provide assistance to the project staff in preparation of the reports, presentations and web-site up-date;
- Assure required equipment and settings for the presentations;
- Train and support staff in all varieties of tasks that require the use of the computers (presentations, reports, graphics, electronic mail etc.)
- Maintenance of the computer and telephone systems, provide monthly reporting on the long-distance calls to the project administration;
- Periodic upgrade of all software resources, including mail software;
- Provide IT-related assistance to the project clients;
- Provide technical support to the project staff, including change of cartridges and service of the printers;
- Check for computer viruses and periodic upgrade of the anti-virus software;
- Development and implementation of the Internet resources including: databases, WWW server etc.;
- Prompt processing of all requests for technical assistance and hardware/software trouble shooting (computer help-desk);
- Recording and filing of all information related to the office hardware, software, its repairing, guarantees, etc.;
- Perform other functions/tasks when required.

Competencies and Qualifications:

- Excellent professional/technical skills in the area of IT, System Administration and LAN management
- Relevant experience for at least 3 years (preferably within the international organization)
- Good work-related knowledge of English
- Hardware: Cisco Routers, Sun Sparc, Sun Ultra, Intel PC, HDSL

- Software: FreeBSD, Solaris, Novell Netware, (NDS, NDPS), Netscape Directory Server. Apache httpd, PostgreSQL; Skills: RIP, OSPF, DHCP, LDAP, NTP, DNS, SMTP, FTP, FireWall
- Good interpersonal skills, punctuality and helpfulness

9. Driver

- Timely and safe driving of project employees, consultants, project guests, project visitors, UNDP staff in the project official vehicles at the authorization from the project management or UNDP Ukraine management;
- Assures timely meeting of guests in the airport and other facilities;
- Performs tasks related to the daily maintenance of the vehicle;
- Maintains daily vehicle logs (mileage, fuel consumption, routs) and submits logs to the project administrative assistant on a timely basis;
- Ensures that maintenance services are done on project vehicles in time;
- Ensures any repair services in the same manner as maintenance;
- Ensures that vehicles are parked in the authorized safe parking places;
- Ensure that project vehicles are clean and tidy at all times;
- When requested maintains stock of supplies and purchases minor orders to ensure the non-interrupted project office functioning;
- Ensures that all instructions regulating safe driving behavior and Rules of the Road are in hand and strictly followed;
- Assistance in mail delivery;
- Provides assistance in administrative activities;
- Do not smoke during driving or when in the car;
- Do not authorize unofficial use of the vehicle without receipt of the duly issued authorization from the project management with mandatory reimbursement of costs;
- Assist in customs' clearance of project goods;
- Assists project staff in discharging their functions at the request/authorization from the supervisor;
- Bears financial responsibility over the vehicle assigned;
- Assures that the vehicle has valid insurance;
- Performs other duties when requested.

Competencies and Qualifications:

- Valid Ukrainian driving license (minimum category B, preferable - all);
- At least 5 years of professional driving experience;
- Technical proficiency in vehicle maintenance;
- Excellent knowledge of the Ukrainian Rules of the Road;
- Minimum knowledge of English language;
- Good interpersonal skills, punctuality

**STANDARD LETTER OF AGREEMENT BETWEEN THE IMPLEMENTING
PARTNER
AND UNDP FOR THE PROVISION OF SUPPORT SERVICES**

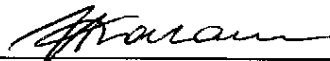
Dear Ms. Musina,

1. Reference is made to consultations between officials of the Government of Ukraine (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally executed project 00044084 "Support to Economic Reform in Ukraine through Blue Ribbon Advisory and Analytical Centre". UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its Implementing Partner designated in the relevant project document, as described below.
2. The UNDP country office may provide support services for execution activities, such as assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Executing Agent is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services may be recovered to the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Executing Agent, the following support services for implementation activities:
 - (a) Identification and assistance with and/or recruitment of project personnel;
 - (b) Identification and facilitation of training activities, including fellowship, short-term training and study tours;
 - (c) Procurement of goods and services; and
 - (d) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants and providers of development services.
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in Attachment hereto. If the requirements for support services by the country office change during the life of the project, the annex to the project document is revised with the mutual agreement of the UNDP Resident Representative and the Implementing Partner.
5. The relevant provisions of the **Agreement between the United Nations Development Programme and the Government of Ukraine of June 18, 1993** (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall

retain overall responsibility for the nationally executed project through its designated Implementing Partner. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the Annex I hereto.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the Annex I hereto and hence to the project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this Office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the nationally executed project.

Yours sincerely,



Signed on behalf of UNDP
Joanna Kazana-Wisniowiecka
UNDP Deputy Resident Representative in Ukraine



For the Government of Ukraine

Ms. Liudmyla Musina
Head of Advisors to the Minister of Economy of Ukraine

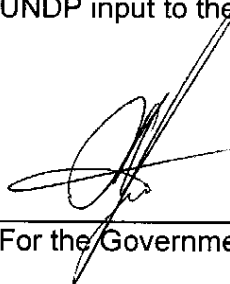
**Support Services Provided by UNDP
to the Nationally Executed Project/Programme**

List of support services which may be provided by UNDP

- 1) Regular programme or project visits and monitor progress benchmarks.
- 2) Recruit the best-qualified personnel on a transparent and competitive basis:
 - advertising the positions opening in the programme/project
 - maintaining rosters of applicants
 - entering into contracts with personnel
 - payment of personnel salaries and remunerations.
- 3) Track commitments, expenditures and planned expenditures against budget on a consolidated basis.
- 4) Process payments and control the risks through segregation of duties, and transaction recording and reporting.
- 5) Provide information from UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants and providers of development services.

Cost recovery for the support services provided by UNDP

The cost of support services provided by UNDP to the Nationally Executed project shall be recovered on an annual basis at the end of each year based on the annual delivery figures and apportionment results at the rate of 3%-5% of the net UNDP input to the project for the given year.



For the Government of Ukraine

2008 Annual Work Plan

Cover Page

Country: Ukraine

UNDAF Outcome:

By 2010, poverty reduced by 50% through equitable, area-based economic growth and targeted provision of inclusive social services.

Expected Outcomes:

Sustainable economic development through pro-poor policy reform

Expected Outputs/Annual Targets:

New wave of social and economic policy reform at the national and regional levels developed.

Implementing partner:

Ministry of Economy of Ukraine

Responsible parties:

Cabinet of Ministers, Verkhovna Rada, Ministry of Finance, Ministry of Agriculture, State Committee for Development of Entrepreneurship, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Labour and Social Policy, State Committee of Statistics, State Oblast Administrations, NGOs

The project is designed to support next generation of economic reforms in Ukraine. It intends to use Blue Ribbon Commission Report (BRC), as well as national strategic planning documents and the EU-Ukraine Action Plan as the platform to mobilize wide range of national and international communities in supporting the Ukrainian policy stakeholders to implement further reforms.

This support will be provided through (1) assistance in policy formulation; (2) capacity building and (3) expanding public policy dialogue.

As a result of improved policies, capacity development and citizens' involvement, the whole people of Ukraine will benefit from more efficient economic environment. This will result in improved living standards, sustainable growth and achievement of Ukraine's European integration objectives.

Programme Period: 2006-2010

Programme Component: Achieving the MDGs and reducing human poverty

Project Title: Support to Economic Reforms in Ukraine through Blue Ribbon Advisory and Analytical Centre


Project ID: 00044084

Duration: 1 year (annual work plan for 2008)

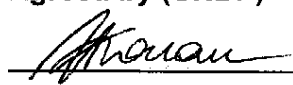
Estimated annualized budget: **USD 724 671.00**

Allocated resources:	USD 724 671.00
• Regular (TRAC)	USD 141 600.00
• Other (EC)	USD 583 071.00
• Other (Govt)	in-kind (office space)
Unfunded budget:	-----

Agreed by (Ministry of Economy of Ukraine)



Agreed by (UNDP)



<p>Indicator: Number of analytical papers and expert comments prepared</p> <p>Indicator: Number of draft legal acts analysed</p> <p>Indicator: Round tables to discuss with business representatives and other groups</p>	<p>Activity 3. Promote the establishment of efficient mechanisms/models of public policy dialogue to support the state in responding to public expectations</p>	<p>X</p>		<p>04000 04000</p>		<p>71300 Local Consultants 74500 Miscellaneous Expenses</p> <p>Subcontracts/procurement:</p> <p>72100 Contractual Services – Companies 71600 Travel 74200 Audio Visual & Print Prod Costs 75100 Facilities and Administration</p> <p>Total Activity 3</p>	<p>48000 700</p> <p>14600 21900 25700 4354</p> <p>115254 42000</p>
<p>Indicator: Number of analytical studies</p> <p>Baseline: Target: 2008</p> <p>Output 3. Agriculture and rural development policy reform further strengthened and access of Ukrainian farmers to property, credit schemes, technology and market services enhanced</p> <p>Indicator: Number of analytical papers and expert comments prepared</p> <p>Indicator: Number of draft legal acts analysed</p>	<p>Activity 4. Management</p>	<p>X</p>		<p>49617</p> <p>49617 49617 49617</p> <p>49617 49617</p> <p>49617</p>		<p>71400 Contractual Services Individuals:</p> <p>Finance Associate Driver IT Specialist Secretary</p> <p>Subcontracts/procurement:</p> <p>73400 Rental & Maint of Other Equip 72500 Supplies 73100 Rental & Maintenance – Premises 72200 Equipment and Furniture 72400 Communic & Audio Visual Equip 75100 Facilities and Administration</p> <p>Total Activity 4</p>	<p>7000 8800 47500</p> <p>4426 5000 8031</p> <p>122757 724671</p>
<p>Indicator: Round tables to discuss with business representatives and other groups</p> <p>Indicator: Number of analytical studies</p> <p>Baseline: Target: 2008</p>	<p>TOTAL:</p>						

Prepared by
Marcin Swieticki
Marcin Swieticki,
Director

Endorsed by
[Signature]
Izabela Musina,
National Project Director,
Ministry of Economy

Approved by
[Signature]
Joanna Kazana-Wisniewicka,
Deputy Resident Representative

Quality criteria

Activities	Quality criteria	Quality method	Dates of control
<p>Activity 1. Provide quality analysis, economic policy recommendations and feedback in order to support the Legislative and the Executive of Ukraine in developing and implementing introduce key economic, social and political (governance) reforms that enable sustainable economic growth and human development</p>	<p>(1) BRAAC contribution to policy formulation and implementation, annually:</p> <ul style="list-style-type: none"> - 10 to 15 drafts laws reviewed, commented or contributed to; - 20 analytical notes, position papers or recommendation notes prepared; - 8 in-depth research papers/studies written; - 1-2 strategic policy reports issued and launched; - daily and weekly independent monitoring of socio-economic press. 	<p>Annual project reports; BRAAC partner's survey(s) to be developed by an independent consultant.</p>	<p>January 2009 (terminal project report)</p>
<p>Activity 2. Facilitate capacity building of the staff of state authorities and other organisations involved in policy formulation and implementation process</p>	<p>(2) Capacity-building organized, annually:</p> <ul style="list-style-type: none"> - 10 seminars, trainings or workshops; - 3 major conferences/hearings on strategic issues of socio-economic development; - participation and presentation at 20-25 conferences, round-tables and seminars organized by BRAAC partners. 		
<p>Activity 3. Promote the establishment of efficient mechanisms/models of public policy dialogue to support the state in responding to public expectations</p>	<p>(3) At least 5 NGOs or CSOs are involved and contribute to BRAAC policy advisory activities.</p>		

¹ In case project is extended, this report will be due in December, 2009.