

## **Terms of Reference (ToR)**

### **Head of Operations – Project Office at the Ministry of Social Policy, Family and Unity**

#### **Background**

The Ministry of Social Policy, Family and Unity of Ukraine (hereinafter – Ministry) leads Ukraine's social protection system, which faces mounting challenges due to the full-scale invasion, displacement, and socio-economic pressures. Strengthening its capacity and advancing key reforms is critical for recovery.

The Government of Ukraine has prioritized modernizing social services and administration as part of its recovery and EU integration agenda. UNICEF, a longstanding partner, supports these efforts with a focus on children and vulnerable families.

Launched in late 2024 with UK Government support, the SPIRIT Programme aims to generate evidence for reform, strengthen institutional capacity, and promote inclusive, community-centred service models. By addressing structural inefficiencies and introducing international best practices, SPIRIT seeks to build a more effective and equitable social protection system aligned with Ukraine's recovery and EU aspirations.

The Project Office of the Ministry plays a key role in the coordination of reform-related project activities. To ensure timely delivery, alignment with donor priorities, and cross-team collaboration, a Head of Operations is required to manage strategic coordination across multiple workstreams, supervise experts, and lead meetings with internal and external stakeholders.

#### **Purpose and Scope of Work**

The Head of Operations will lead the coordination of reform-related project activities within the Ministry, oversee the operational management and delivery of the Project Office workplan, coordinate with vendors on experts' recruitment, facilitate planning and implementation activities, and serve as a central contact point for ensuring coherence and tracking progress across the Project Office portfolio.

#### **Main Responsibilities**

The Expert's responsibilities include, but are not limited to, the following:

- Lead the day-to-day operations of the Project Office as a reform delivery unit, ensuring effective organization of work and timely delivery of outputs
- Ensure alignment of Project Office activities with Ministry priorities and decision-making processes.
- Track implementation progress and support quality assurance across workstreams. Regular update of workplan and regular reporting of deliverables.
- Coordinate the work of Project Office experts, including close cooperation with recruiters for timely experts' recruitment and coordination between Project Office teams, Ministry departments, and the project stakeholders.
- Identify operational bottlenecks and delays and propose and follow up on solutions in coordination with Ministry leadership.
- Focal point for the project stakeholders to foster technical collaboration on strategic reform initiatives.
- Facilitate coordination meetings, ensure adequate knowledge management, and support strategic dialogue with donors and reform stakeholders.
- Ensure timely preparation of decision-support materials, reports, and briefing inputs required for leadership and partner coordination.

#### **Deliverables**

The Head of Operation's deliverables include, but are not limited to, the following:

- Regular progress reports on reform delivery, including status, risks, and required actions across workstreams.
- Ensure functioning coordination mechanisms between Project Office teams and Ministry departments, including documented follow-up on key decisions.

- Progress tracking matrix updated quarterly across all expert outputs.
- Timely delivery of agreed analytical, policy, and implementation support outputs across reform areas.
- Coordination with recruiters to ensure timely recruitment, onboarding, and deployment of experts across reform workstreams.
- Knowledge management system maintained, with key documents, outputs, and reports captured and shared across workstreams.

### **Required Qualifications and Competencies**

- Advanced degree in Public Administration, Political Science, International Relations, or related field.
- At least 5 years of experience in project management, donor coordination, or public sector reform.
- Proven ability to manage multi-stakeholder coordination and facilitate high-level meetings.
- Strong writing and reporting skills; experience in preparing policy or donor briefs.
- Proficiency in Ukrainian and working knowledge of English is required.

### **Conditions of Work**

The expert will work full-time in a hybrid format, engaging regularly with the Project Office, Ministry departments, and external partners. On-site coordination, strategic planning sessions, and reporting deadlines will be part of the core duties.

### **Duration**

The initial duration of the contract is until the end of September, with the possibility of extension subject to the availability of funds.