

Request for proposals
Coordinator of Selection and Assessment Unit
on support to administrative service provision,
for the EU-financed programme for support to
the Ukrainian Decentralisation Reform:
U-LEAD with Europe Programme

Location: Kyiv

SKL International is looking for a Coordinator of the Selection and Assessment Unit for implementation of Ukraine Local Empowerment, Accountability and Development Programme - U-LEAD with Europe Support to improved administrative service delivery, Roll-out Phase. The position shall be a consultancy contract for a period of minimum 22 months.

The Coordinator of the Selection and Assessment Unit should be an experienced, professional, self-motivated person, who can work effectively in a dynamic and changing environment and manage people and processes in order to reach the targeted results within a limited time. SKL International is looking for candidates who are experienced in managing large scale projects in contexts similar to the Ukrainian decentralisation reform. The position requires integrity, innovation, problem-solving skills, professionalism, strong interpersonal skills and the ability to lead others.

About SKL International

SKL International is a subsidiary to the Swedish Association of Local Authorities and Regions (SALAR), representing all 290 municipalities and 20 county councils in Sweden. We are a leading consultancy company supporting local democracy and good governance in developing and transition countries. Our expertise covers areas such as capacity building on municipal management and service delivery; local and regional development; decentralisation policies; support to local government associations; and European Integration. Geographically, SKL International's projects covers countries in Central and Eastern Europe as well as Africa and Asia.

Description of the assignment context

U-LEAD with Europe is a multi-donor action of the European Union and its Member States Denmark, Estonia, Germany, Poland and Sweden. The Programme aims at supporting the Decentralisation reform in Ukraine and contributes to the establishment of multilevel governance that is transparent, accountable and responsive to the needs of the population.

The Programme has two main objectives:

1. Enhancement of the capacities of key stakeholders at the national, regional and local levels to implement the regional policy and decentralisation reforms (GIZ). This includes vertical and horizontal coordination and capacity development at all levels of government throughout Ukraine.

2. Empowerment of amalgamated communities to deliver high quality administrative services to their citizens aims at contributing to the ongoing decentralisation reform in Ukraine (Sida). For this purpose, Sida has subcontracted SKL International who worked in 26 pilot communities on establishing different types of ASCs (2017-2018). During the Roll-out phase (2018-2020) Sida is aiming at to support up to 600 Administrative Service Centres to improve the service provision for citizens of Ukraine.

During the Roll-out phase, SKL International's role will consist of the following areas of work

- Ensuring quality and relevance of the Support Package on how to establish an ASC (developed during the inception phase)
- Communicating the role of ASC in the decentralisation process
- Policy advice and support on administrative delivery in Ukraine
- Support to peer exchange between amalgamated communities that have established ASCs
- Selection of Programme participants to establish or modernise ASCs (amalgamated communities and small cities) in four rounds
- Preparing Terms of Reference for up to 600 communities on how to establish or modernise a well-functioning ASC

Organisational set up

The project team in Ukraine will comprise of approximately thirty long-term consultants covering policy expertise, logistics support, methodological support, selection of Programme participants and preparation of terms of reference for establishment and modernisation of ASCs.

The Selection and Assessment Unit

Within the project team, a unit of approximately 20 specialists will be involved in

1. selection of Programme participants and
2. work with assessment of Programme participants' needs for establishment or modernisation of an ASC.

The unit will have two sub-teams: a team of four-five senior experts will be responsible for the selection processes of up to 150 Programme participants in four rounds (in total up to 600 Programme participants, one month per each selection round) and another team of 15-16 specialists will work with each programme participant individually to assess their needs and prepare terms of references for implementers. The implementers will be tendered separately by Sida and will work the actual establishment of ASCs in parallel projects (not implemented by SKL International).

The experts and specialists of the Selection and Assessment Unit will be located in Kyiv and in other cities of Ukraine (with up to 3 people in Dnepro, Lviv and other cities in South of Ukraine respectively).

The Coordinator of Selection and Assessment Unit will be responsible to lead and coordinate the work of the selection and assessment experts and specialists.

The Coordinator of Selection and Assessment Unit will work closely with the project management unit in Stockholm, team leader and project coordinator in Kyiv.

The role of the Coordinator of Selection and Assessment Unit Coordinator

The Coordinator of Selection and Assessment Unit is one of the most senior team members in Ukraine. This person will lead and support the two teams within the unit described above. The coordinator shall oversee and ensure that selection and assessment processes are delivered on time, according to the established work plans, in accordance with the given budget and to a high level of quality and efficiency. The Coordinator of Selection and Assessment Unit shall monitor and manage risks and work collaboratively to solve issues that may arise during implementation. The Coordinator will also represent the project in dialogue with Ukrainian and international actors responsible for the actual implementation of the establishment or modernization of well-functioning ASC in accordance with the terms of references developed by the SKL International project team.

The following is a preliminary outline of tasks that will be the responsibility of the Coordinator of Selection and Assessment Unit:

Management and coordination

- Lead the work of the Selection and Assessment Unit, a project team of long- and short-term consultants in Ukraine, whose task will be to select up to 600 Programme participants (newly amalgamated communities and small cities) in four rounds (up to 150 in each round) and prepare Terms of Reference for the implementation of establishment or modernisation of ASCs
- Ensure that all consultants working for the project follow same quality standards and concepts on assessing the need of Programme participants for establishing or modernising a well-functioning ASC
- Ensure good communication and coordination between regional offices and smooth flow of information and documents between them
- Ensure that assessment activities are managed effectively and manage any issues impacting on their delivery
- Manage risks in selection and assessment processes in Ukraine on behalf of and in on-going coordination with Stockholm office, and, if necessary, suggest changes to work plans and time lines
- Ensure integration of gender equality, environmental and other cross-cutting aspects into project planning and activities
- Contribute to project related procurement processes in Ukraine
- Participate in the recruitment of project team members in Ukraine
- Oversee the work of the Selection and Assessment Unit experts and specialists in Ukraine and manage any issues regarding their performance, in consultation with project management in Stockholm and the project management unit in Kyiv, ensuring a sound and healthy working environment and team cooperation
- Day-to-day coordination with Stockholm office and in Kyiv

Communication

- Keep SKL International in Stockholm and Kyiv continuously updated about project progress, issues and successes
- Contribute to development of communication material and other project communication efforts

Monitoring, evaluation and reporting

- On-going monitoring, reporting and communication with the Stockholm office and with the management unit in Kyiv
- Contribute to bi-annual reporting to Sida and the EU
- Contribute to development of monitoring and evaluation system

Skills and Experience

- Minimum Bachelor Level Degree of education in a relevant field of study
- Hands-on experience from implementation of similar projects in Ukraine or in the region
- Extensive experience of leading large teams of employees and/or consultants
- Previous experience establishing Administrative Service Centres or similar structures
- In-depth understanding of decentralisation and local governance in Ukraine
- Established relevant networks and contacts within Ukraine
- Experience of gathering and analysing data, developing evidence-based recommendations

Competencies

- High level of management skills
- High level of representation and negotiation skills
- Excellent social and networking skills, ability to develop good relationships with different stakeholders
- Political nous, good judgement and ability to respond flexibly in a dynamic environment
- Experience leading teams of consultants and proven ability to strategically inspire and energise project teams
- Excellent communication (written and oral), reporting and presentation skills
- Fluency of Ukrainian or Russian required
- Ability to work effectively in an international team and have a pro-active and collaborative attitude

Conditions & Logistics

A consultancy contract will be signed between SKL International and the Coordinator of Selection and Assessment Unit, which will outline the conditions for the position in detail. Please note this position is **not** an employment position, meaning that applicants must be established as consultants and will be liable to pay all relevant taxes and insurances.

A competitive consultancy fee will be offered to the successful candidate.

Evaluation of response & selection

Interested applicants should send their proposal, comprising the following documents, to SKL International no later than **April 1st, 2018**:

- a) A short explanation of the applicant's suitability for the assignment (maximum one A4-page)
- b) Up-to-date CV indicating relevant experience and qualifications

- c) A statement on when the applicant will be available to start the position and confirmation that the applicant will be available to work on the project full time until the end of phase one.

The Coordinator of Selection and Assessment Unit will be selected based on the following criteria:

- a) Specialist competence and suitability – based on the expert requirements described above
- b) A competitive consultancy fee for described position

This Request for Proposal is issued on **March 9, 2018**. Interviews with shortlisted applicants are expected to be held in person or via Skype in the period between **20 March and 10 April 2018**.

Proposals and questions should be sent by email to: ulead@sklinternational.se

Diversity and equal opportunities

SKL International embraces diversity and respects human rights in all areas of its work. Discrimination of any kind including on the basis of gender, religion, sexual orientation, ethnicity or culture is not accepted. Personnel shall respect equal rights of individuals and strive to create an atmosphere where people's differences are accepted and valued.

Persons engaged in SKL International's business activities shall be afforded equal rights and development opportunities. SKL International supports working arrangements that enable personnel to combine work with family commitments.