

Request for proposals
Team Leader
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 Team Leader for implementation of SALAR's support to Sida for U-LEAD with Europe Programme -Ukraine Local Empowerment, Accountability and Development Programme, Support to improved administrative service delivery, Roll-out phase. The position shall be a consultancy contract for a period of minimum 22 months.

SKL International is looking for 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 with high quality in a timely manner. Applicants should preferably be experienced in managing large scale international cooperation 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. The Team Leader will manage and coordinate the work of more than 30 long-term consultants and several short-term consultants in Ukraine in close cooperation with the management unit in Stockholm. The Team Leader role also involves coordination with other components of the U-LEAD with Europe Programme, Ukrainian stakeholders, donors and other projects.

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 provided a grant to SALAR to work with 26 pilot communities on establishment of different types of ASCs during an Inception Phase (2016-2018). 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. SALAR will continue to support this process and has contracted SKL International to implement the project on its behalf.

During the Roll-out phase SKL's International role will consist of these 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

SKL International is seeking a Team Leader to manage the team in Ukraine during the implementation of the Roll-out Phase.

Organisational set up

The 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. Most of the team will be based in Kiev but it is planned to have 3–4 local offices elsewhere in Ukraine (with up to 3 specialists in each office). In addition the Team Leader will oversee and coordinate the contributions of short-term consultants.

The team structure is planned to be divided into five sub-units that will be led by specially assigned unit coordinators. The sub-unit coordinators will manage coordinate the work carried by the units together with the Team Leader.

SKL International encourages a horizontal and transparent organisation based on trust and independent work of consultants. The experience from the inception phase has shown this to be a successful approach that should be applied also for the coming phase of the project.

The Team Leader will work closely with the project management unit in Stockholm.

The role of the Team Leader

The Team Leader is the most senior team member in Ukraine and leads and supports the other team members in Ukraine. She or he shall oversee and coordinate the overall project implementation in Ukraine and ensure it is delivered according to established work plans on time, in accordance with budget and with a high level of quality and effectiveness. The Team Leader shall monitor and manage risks and work collaboratively to solve issues that may

arise during implementation. The Team Leader should work in close cooperation with the project management unit in Stockholm and share information about all project developments. This is particularly important as the Stockholm management unit will be working mainly from Stockholm and will not have daily insight in all developments in Ukraine.

The Team Leader will also represent the project in dialogue with Ukrainian stakeholders and donors and shall build positive and productive relationships and networks.

The following is a preliminary outline of tasks that will be the responsibility of the Team Leader:

Management

- Lead the project team of long- and short term consultants in Ukraine and ensure a productive work environment
- Represent and communicate the project locally to different stakeholders (relevant ministries, donor community, regional and local authorities, suppliers, partners etc.)
- Ensure that project activities are managed effectively, are delivered on time and within budget, and manage any issues impacting on their delivery
- Oversight and quality assurance of all project activities in Ukraine
- Contribute to development of bi-annual work plans in cooperation with Stockholm office
- Monitor financial expenditure and ensure that appropriate financial controls are followed
- Manage risks in Ukraine on behalf of and in on-going coordination with Stockholm office
- Ensure integration of gender, environmental and other cross-cutting aspects into project planning and activities
- Support to project related procurement processes in Ukraine
- Coordinate recruitment in Ukraine (identifying needs, drafting ToRs etc)
- Identify international, regional and local experts in coordination with the SKLI Project Manager
- Oversee the work of experts in Ukraine and manage any issues with their performance, in consultation with SKLI
- Day-to-day coordination with Stockholm office and Sida in Kiev

Communication

- Keep SKL I continuously updated about project progress, challenges and successes
- Oversight and quality assurance of development of communication material and other project communication efforts

Monitoring, evaluation and reporting

- On-going monitoring, reporting and communication with Stockholm office
- Contribute to bi-annual reporting to Sida
- Contribute to development of a monitoring and evaluation system
- Ensure that the monitoring and evaluation system is implemented

Skills and Experience

- Minimum Bachelor Level Degree 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
- In-depth understanding of decentralisation and local governance preferably in Ukraine
- Experience of gathering and analysing data, developing evidence-based recommendations
- Experience of results based management, including results frameworks, activity plans, budgets and reporting mechanisms

It will also be considered a merit to have previous experience of establishing Administrative Service Centres or similar structures

Competencies

- High level representation and negotiation skills
- Excellent social and networking skills, ability to develop good relationships donors, civil society and state representatives;
- 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
- Fluent English and proficient Ukrainian and/or Russian required
- Ability to work effectively in an international team and have a pro-active, transparent and collaborative attitude

Conditions & Logistics

A consultancy contract will be signed between SKL International and the Team Leader 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. Should the candidate not be a resident of Ukraine, a provision will be made for the costs of relocation, housing and health insurance as applicable during the period of the assignment, in addition to the consultancy fee.

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, at least until February 2020.

The Team Leader will be selected based on the specialist's competence and suitability – based on the expert requirements described above.

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 of March and 10 of 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.