

## Terms of Reference

### Team leader, Kyiv, Ukraine

#### Program design-phase

### Support to reforms for Municipal Waste Management (MSW) Sector in Ukraine September 2023 – March 2024

## 1. Background and Rationale

Based on agreement with the Swedish International Development Cooperation Agency (Sida), SALAR International and Avfall Sverige has applied for a preparatory grant, for the implementation of a program design phase in support to municipal waste management sector (MSW) in Ukraine, to be carried out over a period of seven months between September 2023 and March 2024. The overall objective is to develop a multi-year program for Swedish support to reforms of the municipal solid waste sector in Ukraine.

The request from Sida rests on a special agreement between the government of Sweden and the government of Ukraine referring to a broader appeal by the Ukrainian government for Swedish support to the improvement of the waste management sector in Ukraine (including to coordinate the international support in the area of waste management, not at least in the wake of the devastating Russian invasion) .

In parallel, discussions have also taken place with other Swedish government agencies including the Swedish Environmental Protection Agency (SEPA) and the Swedish Chemicals Inspectorate (KemI) about possible support to relevant Ukrainian authorities in sectors of environmental protection.

Three strategic factors underpin the relevance linked to how and where SALAR and Avfall Sverige can bring support and added value through a multi-year program support to the sector:

- Support the Ukrainian efforts, strategies and capacities in implementing the national reforms for municipal waste management on a systemic level.
- The EU accession process
- The Result Strategy for Sweden's reform cooperation with Ukraine (2023-2027)

## 2. Objectives and activities of the design-phase

The objectives of the design-phase are:

- To develop a general systemic overview and situational analysis of the current situation in Ukraine related to the municipal solid waste management sector;
- To map both current and long-term needs, ongoing reforms and legislation, other relevant actors (national as well as international), in order to understand where Swedish support could add most value both in short and long term perspectives in the municipal waste sector;
- To establish sound relationships with potential key-partners at both local, regional and national levels including the relevant key-ministries in Kyiv;

- To propose and describe a suitable multi-year programme in support of relevant focus areas for the municipal solid waste management sector, which are clearly embedded across both national and local context and needs, and in line with agreed Swedish and Ukrainian priorities and strategies;

The design phase will concentrate the scope of possible proposed interventions, considering aspects of complementarity and synergies in relation to other on-going donor initiatives, and the coordination of the reforms and priorities of the Ukrainian government. The selection of possible intervention areas, linked to new comprehensive legislation and the national strategy for solid waste management, will be further reviewed during the design phase where priorities foremost will be consulted and formulated by the stakeholders themselves in a participatory manner.

It is foreseen that the design phase will evaluate and assess possibilities to develop a program in support of MSW where it will review and assess both overarching aspects and the current state of play of possible reform affecting all levels of government (national, regional and local) including EU accession directives and perspectives, and also consider aspects such as awareness raising and advocacy work with key stakeholders. It may also identify possible additional support regarding competences at municipal level and system of sub-national finances with regard to MSW.

#### **Box 1. SALAR International and Avfall Sverige**

**Avfall Sverige** is the main national stakeholder and association in the field of waste management and recycling in Sweden. With 400 members, representing all municipalities, municipal companies and the private waste management sector, Avfall Sverige is the main national voice for its members and is monitoring and safeguarding the member's interests in all areas of waste management. Avfall Sverige is also a main national knowledge broker in the field of waste management and acts to promote the exchange of best practices, innovation and ideas. Avfall Sverige also has long term commitments internationally in support to municipal waste management reforms. Avfall Sverige was founded in 1947. <https://www.avfallsverige.se/>

**SALAR International** is the extended operational arm of SALAR (the Swedish Association of Local Authorities and Regions) in international development cooperation. As an integral part of SALAR, SALAR International seeks to promote sustainable systems of local self-government worldwide, whether it concerns support to nation-wide decentralisation reforms, local democracy, municipal services, EU approximation or development of local government associations. SALAR International has a long history of cooperation with Ukraine, especially since 2014 in its support to the country's comprehensive decentralisation reforms and administrative services at the local levels. <https://salarinternational.se>

### **3. Description of the Assignment**

#### **Team set-up (indicative and to be developed)**

For the implementation of the design phase, it is foreseen that the local Team Leader, based in Kyiv, will support the process of the design phase in Ukraine and jointly with the rest of team assist in the process of developing a program proposal and carry out related activities for a successful program design.

S/he will report to the team in Sweden consisting of both project Management, and a senior technical advisor and (SALAR International and Avfall Sverige) being based in Sweden. The design phase will be carried out together with the institutional support functions of SALAR International for administrative, financial and quality assurance purposes.

When the design phase team has been set up, roles and division of responsibilities will be further discussed and defined among the team members.

### **Role of the Team Leader in Kyiv (indicative)**

The Team Leader will have a senior role engaged as a representative of SALAR International and Avfall Sverige, and coordinate the design phase activities in Kyiv. S/he will be responsible for facilitating contacts and conducting continuous strategic dialogue with potential cooperation partners, international and national actors, facilitating and help with operational management of events as well as providing ad hoc technical and logistical support when needed. The Team-Leader will also be involved in selected visits across Ukraine with to municipalities and/or regions.

The Team Leader will be contracted for the full design phase as independent consultant, based in Kyiv, to work closely with the rest of the team and play an important role in reviewing the context and institutional framework of Ukraine as well as in assessing relevancy of different initiatives and project components.

The Team Leader will facilitate and coordinate the process on the ground in Ukraine mainly (i) support in identifying, producing and compiling technical input, reports, and findings from interviews for feeding into the program proposal (ii) prepare interviews and facilitate the production of communication materials in Ukrainian language, (iii) assist with coordination of the missions of the Swedish team and other International/Swedish experts and (iiii) coordinate and lead the work of other assigned local expert(s).

In cooperation with SALAR International and Avfall Sverige, the Team Leader is expected to help prepare and draft parts of the program proposal, and hence will also provide expertise, learnings from previous experiences and methodological support, as well as drawing conclusions that are relevant and of benefit for the Ukrainian stakeholders and matched with SALAR Internationals and Avfall Sverige's areas of expertise and priorities of the Swedish Government. The Team Leader will also be responsible for a continuous review and assessment of changes or updates in the context of management and related institutional frameworks in Ukraine in the field of MSW.

More specifically and in close cooperation with Swedish Team, the tasks of the Team Leader are, (but not limited) to:

- support to a desk study with focus on the enabling environment and institutional framework crucial for the MSW sector in Ukraine.
- map key stakeholders and existing initiatives relevant for the design phase, identifying possible gaps, capacity needs and interests of stakeholders.
- perform consultations and interviews with key stakeholders in possible support areas. Test assumptions and project ideas with key stakeholders including:
  - Identify and assess potential partners as well as relevancy of different initiatives and project components
  - Collect and formulate main conclusions to be consulted with selected key stakeholders in Ukraine
  - Participate in selected relevant national policy discussions on concepts and the roadmap for waste management sector in Ukraine.
- Plan and organize workshops and joint exercises with Ukrainian stakeholders both in Kyiv and in municipalities with the purpose to:
  - Identify and assess potential partners as well as relevancy of each with support area,
  - Selection and formulation of objectives, result areas, activities and chosen methodology
  - Help to draft specific parts of the final program proposal in collaboration with the Swedish team.
  - Coordinate, report and communicate closely with the Swedish based team on a regular basis

#### 4. Time frames

The work will be carried out in consultation with the Swedish team and the Steering Committee, potential other local Experts and the Swedish Embassy in Kyiv. The assignment will be implemented during September 2023 – March 2024. A final program proposal with an indicative overall result framework and a program budget is expected to be submitted to Sida and the Swedish Embassy in Kyiv not later than the second or third week of March 2024.

The design phase is expected to be conducted mainly through interviews and meetings (physical meetings and workshops carried out in Ukraine), but also through digital means and interactions.

#### 5. Team Leader Profile and Scope of the Assignment

##### Profile Required

- Post-graduate qualification in relevant areas (political science, environmental governance & protection, sustainable development, law, engineering or related field)
- Over 7 years' experience of working with issues concerning support to governance issues and development cooperation in Ukraine.
- Well-connected and generally knowledgeable regarding current Ukrainian reform efforts (preferably in the field of waste management)
- Experience in the preparation of field research and analyzing data collected concerning different subjects related to local governance and/or public administration, EU-accession processes and EU-standards, public service delivery and policy development.
- S/he should have prior experience of drafting similar analysis/project documentation and competence in writing and preparing publications of an analytical nature in English and Ukrainian language
- S/he must be independent and free from conflict of interest.

##### Scope and number of days

The assignment is in total of 56 working days (8 hours per day) and reflects approximately eight working days per month during the seven months period (September 2023 – March 2024).

A more detailed outline of the scope of work will be discussed and agreed further on.

Any questions related to this ToR shall be directed to Erik Faxgård, Director of Programme.  
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