



## Terms of Reference

**Engaging an NGO/CSO as Responsible Party for managing small grants programme (SGP) on the issues of community security, social cohesion, community policing and access to justice and supporting self-help groups micro-projects (including implementation of the self-help groups methodology within the framework of community mobilization) in the target hromadas of Donetsk, Dnipropetrovsk, Luhansk, Zaporizzhia and Zhytomyr oblasts**

**Project name:** UN Recovery and Peacebuilding Programme, Community Security and Social Cohesion Component

**Country/place of implementation:** Ukraine / Donetsk (government-controlled areas - GCAs), Dnipropetrovsk, Luhansk (government-controlled areas - GCAs), Zaporizzhia and Zhytomyr oblasts

**Type of Contract:** Responsible Party Agreement

### I. BACKGROUND

The ongoing conflict in eastern Ukraine has had a direct and profoundly negative impact on social cohesion, resilience, livelihoods, community security, and the rule of law. Recognising the need to urgently address reconstruction, economic recovery and peacebuilding needs in areas affected both directly and indirectly by the conflict, in late 2014 the Government of Ukraine requested technical assistance and financial support from the international community to assess priority recovery needs. In late 2014, the United Nations, the World Bank and the European Union conducted a Recovery and Peacebuilding Assessment, which was endorsed by the Cabinet of Ministers in mid-2015.

UNDP has been active and present in eastern Ukraine for the past decade, prior to the conflict, with a focus on community development, civil society development, and environmental protection. Work on addressing the specific conflict-related development challenges discussed above built on this earlier engagement and established partnerships and started in 2015 through the United Nations Recovery and Peacebuilding Programme (UN RPP), a multi-donor funded framework programme jointly implemented by four United Nations partnering agencies: the United Nations Development Programme (UNDP), the UN Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Population Fund (UNFPA) and the Food and Agriculture Organisation of the United Nations (FAO).

The UN RPP was designed to respond to and mitigate the causes and effects of the conflict. It is based on findings of the Recovery and Peacebuilding Assessment (RPA). It is aligned to the State Target Programme for Recovery as well as to the two oblasts development strategies up to 2020. The UN RPP involves three pillars for action: 1) restoration of infrastructure and economic recovery; 2) support to local governance and related capacity building; and 3) social resilience and peacebuilding. It is an integral component of the

UNDP Country Programme and is therefore fully aligned with the United Nations Partnership Framework (UNPF). It is closely interlinked with the Democratic Governance and Reform Programme, operating nationally and in all of Ukraine's regions and is consistent with the SDGs, in particular SDG 16 (Peace, Justice and Strong institutions).

As an area-based programme specifically developed for the conflict-affected areas of eastern Ukraine, the UN RPP addresses the key stabilisation, peacebuilding, economic and governance priority needs in the east of Ukraine following the start of the conflict. It considers the opportunities that have arisen from the Minsk Protocol of September 2014 and the renewal of its cease-fire provisions (the latest cease-fire having been agreed in March 2018) and is also fully adjusted to the humanitarian-development nexus.

The Programme's interventions are grouped under the following key Programme components, which reflect the region's priority needs:

Component I: Economic Recovery and Restoration of Critical Infrastructure

Component II: Local Governance and Decentralisation Reform

Component III: Community Security and Social Cohesion (CSSC).

The Programme, which operates based on a pooled funding arrangement, follows a multi-sectoral programme-based approach and is implemented using an area-based methodology. With the current project, it is a unifying interventions framework for twelve projects funded by twelve international partners.

Component III of UN RPP «Community Security and Social Cohesion» (CSSC) aims to reach some of its goals through the following activities:

- Managing small grants programme on the issues of community security, social cohesion, access to justice and community policing;
- Supporting self-help groups micro-projects (including implementation of the self-help groups methodology within the framework of community mobilization).

The financial administration of these activities lies with United Nations Development Programme (UNDP) that is seeking an NGO/CSO as responsible party that will manage the implementation of small grants programme and self-help groups micro-projects (including implementation of self-help groups methodology).

The funding for these activities will be provided with support from the European Union, Denmark, the Netherlands, Sweden and Switzerland.

## **II. MAIN OBJECTIVES OF THE ASSIGNMENT**

The overall objectives of this assignment are to:

- 1) Establish a competitive mechanism and manage the process of allocation of small grants to NGOs/CSOs on the issues of community security, social cohesion, access to justice, community policing in the target hromadas of Donetsk, Dnipropetrovsk, Luhansk, Zaporizhzhia and Zhytomyr oblasts. The list of target hromadas for each oblast will be provided to the Responsible Party selected;

- 2) Support the self-help groups micro-projects (including implementation of the self-help groups methodology within the framework of community mobilization) in partner communities of Donetsk, Luhansk and Zaporizhzhia oblasts. The list of target hromadas for each oblast will be provided to the Responsible Party selected.

Specifically, the Responsible Party shall:

1) Establish a competitive mechanism and manage the process of allocation of at least 50 small grants to NGOs/CSOs, particularly:

- Develop and agree with UNDP the detailed plan and schedule for implementation of the objectives, evaluation methodology for applications, monitoring and evaluation methodology for effective implementation of the supported projects;
- Develop the application documents package for the small grants programme;
- Announce, advertise and manage Calls for proposals under the small grants programme;
- Ensure broad dissemination of information about the small grants programme among key stakeholders and public;
- Arrange the review and evaluation of project proposals by Evaluation Committees in each of the areas announced;
- Prepare grant agreements for signing by UNDP and beneficiaries (template of grant agreement is attached to this TOR - **Annex IV**);
- Monitor implementation of grant projects by each grantee (including on-site visits to a sample of NGO/CSO grantees);
- Update the Instruction for NGOs/CSOs for the implementation of grant project and provision of reporting and ensure that NGO/CSO partners follow the instruction (draft instruction will be provided to the Responsible Party selected);
- Check grantees interim and final reports (financial and narrative reports, report on co-funding) and submit to UNDP for issuing tranches (templates of reports are attached to this TOR - **Annex V: A\_FINANCIAL REPORTING, B\_NARRATIVE REPORTING, C\_CO-FUNDING**);
- Coordinate activities with other UNDP activities which include training programmes on basic and advanced project management for the grantees which are being conducted prior or during Calls for Proposals announcement.

2) Develop action plan for piloting the self-help group methodology implementation to support the process of community mobilization in 15 target locations of Donetsk, Luhansk and Zaporizhzhia oblasts, particularly:

- work out the programme for and develop the capacity of local NGOs and social services practitioners to implement the methodology of self-help groups;
- manage the process of the participants' selection, including formulating of informational messages;
- support and supervise the process of self-help groups establishing and functioning;
- manage the process of the self-help groups' micro-projects development and support through small grants mechanism; it is expected that micro-projects will be aimed at empowering their members, advocating for their rights, developing social cohesion and creating a safe community environment. Particularly, USD 40,000.00 should be spent to support at least 25 micro-projects of self-help groups through partner NGOs in local communities;
- facilitate and support the process of the professional community establishment in the field of self-help groups and advocacy groups practice through the formalization of its status as a network, association or any other appropriate mechanism developed on a participatory basis.

### III. SCOPE OF WORK AND EXPECTED OUTPUTS

The Responsible Party shall perform the following tasks to UNDP's satisfaction:

## **SMALL GRANTS PROGRAMME IMPLEMENTATION**

### **1. Initial stage. Development of an action plan to implement the small grants programme and its implementation schedule.**

#### **Output:**

- A detailed action plan and a weekly schedule of activities for implementation of the small grants programme have been developed and approved by UNDP;
- The schedule and reporting forms the Responsible Party should provide to UNDP under the programme have been developed and agreed with UNDP;
- The designated personnel, responsible for implementation, from the Responsible Party's and UNDP sides have been determined, assigned and the rules and formats of written and oral communications between the parties have been approved;
- The procedure for informing UNDP about potential cases where a grantee violates or does not fully comply with the terms of the grant agreement has been approved;
- The instruction for grantees on the project implementation and provision of reports has been updated and approved by UNDP.

*Expected execution timeframe 15 calendar days after the Agreement starting date.*

### **2. Development of the application package and programme advertising package.**

#### **Output:**

- A text of the Call for proposals which might include up to 4 (four) thematic areas (community security, social cohesion, access to justice, community policing, advocacy, gender-based violence prevention, etc) has been developed and approved by UNDP;
- An online application and evaluation tool able to manage (receive and ensure automatic technical screening against the evaluation criteria) up to 100 applications during one call for proposals has been established and approved by UNDP. The application registration tool should ensure prompt registration, identification of repeated applications, a possibility of automatic granting the status of each application (in processing, registered, etc.), possibility of automatic responses to participants and automatic dissemination of the contest information, possibility to generate automatically various statistical reports, possibility to download applications with supporting materials in separate packages for one grantee, in one package for each area and in one full package.
  - An online application form has been developed and approved by UNDP;
  - Manuals for the NGOs/CSOs applying for each separate Call for proposals have been developed. The manuals should include a detailed description of the Contest, its goals and objectives, eligibility and selection criteria, priority areas, sample forms and templates, reporting, monitoring and evaluation requirements for the projects, etc. The format and content of the documents have been agreed with UNDP before the announcements of Calls for Proposals.

*Expected execution timeframe 30 calendar days after the Agreement starting date.*

### **3. The announcement of three (3) Calls for proposals (which might include up to 4 thematic areas) for the small grants programme, accepting and managing applications from the NGO/CSO applicants.**

#### **Output:**

- The small grants programme has been publicly announced via the relevant channels agreed with UNDP (Internet resources, social networks);
- A separate web page is created, and full contest document package is available on this web page and other online resources agreed with UNDP;
- A system of communication with applicants to ensure timely responses to questions has been developed and launched. The system can handle communication through various channels, including the mandatory telephone "hotline" that must work for the duration of the small grants programme;
- The applications from NGOs/CSOs have been received and registered according to the schedule and prepared for evaluation;
- Re-announcement of all or some thematic areas within Calls for Proposals in case sufficient number of project proposals has not been received until all funds available for grants have been allocated.

*Expected execution timeframe – 3 weeks upon receipt of the formal permission to launch each Call for proposals from UNDP.*

#### **4. Organization of the applications evaluation process.**

The process of evaluation of applications should have following stages for each Call for Proposals:

- 1) At the first stage of registration, the applications shall be technically screened against the pre-determined criteria (participation eligibility, compliance with the contest requirements). Applicants whose project proposals were rejected at this stage should be promptly notified of the rejection of their projects.
- 2) At the second stage, the applications will be evaluated by the Selection Committee that will consist of UN Recovery and Peacebuilding Programme specialists in their thematic areas and other relevant counterparts. The final list of the members of the Evaluation Committee will be defined and approved by UNDP. Each Evaluation Committee should consist of at least 5 members. Evaluation committee should assess the NGO/CSO project proposal according to the defined criteria and assign the respective points to each application. Evaluation committee members should provide their comments to applications reviewed and the Responsible Party should make a summarized list of recommendations to each of the project proposals.
- 3) The project proposals which contain infrastructure components or any other relevant proposals upon recommendation by Evaluation Committee should be sent for review and formal approval by Community Security and Social Cohesion Working Groups in the respective project hromadas to confirm necessity in the project implementation. The contact data of the members of Community Security and Social Cohesion Working Groups will be provided to the Responsible Party (the voting can be both onsite and remote).

#### **Output:**

- All applications have been technically screened at the first stage. The lists of applications rejected at this stage have been formed, all the applicants on the list have been notified on rejection of their projects;
- The guidelines for members of the Evaluation Committees, containing detailed information on the evaluation criteria, the procedure for assignment of points for each criterion and other details have been developed. Evaluation committee meetings have been organized for each Call for Proposals in Kramatorsk (with possibility for Evaluation Committees members to participate over skype);
- Based on the results of the meeting of the Evaluation Committees, the Evaluation Committee minutes have been prepared and a list of NGO/CSO project proposals recommended for funding, not recommended for funding and waiting list of project proposals have been generated for each Call for Proposals;

- All participants were informed of the results of their application review within 10 days of the committee meeting via e-mail and over the telephone;
- The results of each Call for proposals have been published on a dedicated web page and disseminated through other online resources agreed with UNDP within 5 days after formal finalization of the contest results.

*Expected execution timeframe – 6 weeks upon receipt of the formal permission to launch each Call for proposals from UNDP.*

## **5. Preparation of grant agreements with beneficiaries for signing by UNDP.**

The Responsible Party selected shall prepare draft agreements between UNDP and final beneficiaries according to the template provided in Annex IV which includes agreement legal part duly filled in, grant proposal, workplan, performance targets, risk analysis, budget by tranches and detailed budget. The draft agreement should be submitted for signature by UNDP. In case the beneficiary did not have previous experience of grant implementation with UNDP, a special vendor form should also be provided in order the vendor to be created in UNDP financial system.

Funds will be transferred from UNDP to grantees under the schedule of payments as set out in the grant agreements to be signed. Each grant should be disbursed in two or three tranches – first tranche upon signing the grant agreement, second tranche - upon approval of the grantee's interim financial and narrative reports, third tranche upon provision of final financial and narrative reports by the grantees. The number of tranches (two or three) will depend on the total amount of agreement to be signed and previous experience of work with each concrete organization.

### **Output:**

- The agreements with each grantee have been prepared and submitted for signing by UNDP (which includes but not limited to communication of recommendations from the Evaluation Committee on each proposal, follow up on the recommendations fulfillment, budget revision, indicators revision, workplan revision, obtaining confirmation of grant agreement and attachments to it by the grantee, collection of vendor forms from the grantee for creation an ID in UNDP financial system);
- The Responsible Party has ensured that originals of grants agreements signed by the grantees have been returned to UNDP office in Kramatorsk for issuing first tranches to the grantees' bank accounts.

*Expected execution timeframe – up to 2 months upon receipt of the formal permission to launch each Call for proposals from UNDP.*

## **6. Providing technical and operational administration of the small grants programme. Monitoring of the projects' implementation.**

### **Output:**

- The grantees' interim and final reports have been received, verified and approved by the Responsible Party according to the schedule mentioned in the grant agreements being signed. Reports duly signed by the grantees have been submitted to UNDP for issuing next / final tranche along with the confirming documentation. A link to the scan copy of all confirmation documents under each report has been provided to the designated UNDP official along with the scan copy of the report itself;
- Advice on operational reporting is promptly provided through various channels (email, telephone hotline);

- Implementation of projects has been monitored through inspection reports, based on the field visits to a sample of grantees and remote communications. The schedule of monitoring visits has been coordinated with UNDP;
- The reports of grantees and Responsible Party's reports on results of monitoring of grantees performance have been submitted to and accepted by UNDP.

*Expected execution timeframe – within the full duration of the Agreement*

## **OTHER DUTIES**

**Support of the grant funds returning procedure in case a grantee violates or does not fully comply with scope and the terms of the grant agreement.**

### **Output:**

- In case of the grantee's non-compliance with the grant agreement terms, the Responsible Party should promptly inform UNDP on such case;

*Expected execution timeframe – within the full duration of the Agreement*

- Coordination of activities with other UNDP partners and contractors to achieve effective cooperation whenever possible;
- Ensuring visibility and information reference to UNDP and the governments supporting the programme on all products created under the contract implementation. Ensuring visibility of UNDP and Governments of the countries that finance the small grants programme by placing visual materials on equipment purchased by the grantees.

## **GENERAL TERMS FOR THE SMALL GRANTS PROGRAMME**

It is assumed that small grants funded under the SGP should be focused on addressing the issues of community security, access to justice, social cohesion and community policing on the following areas:

- Grant support (on community development and security initiatives, social cohesion, social integration, conflict prevention and peacebuilding, gender equality and GBV) with particular focus on joint initiatives of local authorities and vulnerable groups such as: persons with disabilities (PWDs), women and girls facing multiple forms of discrimination, such as displaced women, women with disabilities, youth, older people, IDPs, ex-combatants) to be guided by local working groups at hromada level and advisory council at oblast level;
- Grant support on community security, law enforcement and access to justice services that are closer to the people in conflict affected areas;
- Grant support on social cohesion and citizens' influence on local development decisions strengthened;
- Grants support to strengthened mechanisms for conflict transformation through the provision of effective and innovative services;
- Grants support to strengthened personal and community security through greater institutional and citizen engagement in conflict-affected areas.

Projects within the small grants programme may be dealing with the following types of expenses to cover (the list is non-exhaustive and shall be agreed with the UNDP representatives upon its launch):

- the work of the staff of the organization and the experts involved;

- goods and services necessary for the implementation of project activities;
- communication and information services;
- consulting services necessary to achieve the project objectives;
- lease of premises (for training, group work, etc.), maintenance of events, and other services provided by project activity;
- printing and copying services;
- supplies and stationery;
- transportation and other costs associated with project activities.

Conditions and requirements to applicants for small grants programme:

- NGO/CSO should be officially registered in Donetsk (GCAs), Dnipropetrovsk, Zaporizhia, Zhytomyr or Luhansk (GCAs) oblasts with the status of “non-profit” or “charitable”;
- NGO should operate on the territory of the respective target hromada;
- NGO should have experience of project implementation with donor funding (at least two projects to be confirmed by the NGO/CSO applying to the Call for Proposals);
- NGO should have a capacity to implement small grant (management, staff, etc.);
- Grant applicants may submit more than one application but may only receive one grant;
- Grant applicants having direct grant agreement with UNDP Component 3 Community Security and Social Cohesion on the date of Call for Proposals posting may apply for another grant only upon completion of active grant agreement and provision of reporting.

## **SELF HELP GROUP METHODOLOGY WITHIN THE FRAMEWORK OF COMMUNITY MOBILIZATION IMPLEMENTATION**

### **1. Initial stage. Development of the design an action plan to implement the self-help groups methodology and its implementation schedule**

Output:

- the general design and vision for the assignment delivery is developed and approved by UNDP which includes: (a) main activities planned (trainings, follow up sessions, consultations, supervisions, interventions, etc.) and outputs expected; (b) internal communication format with the participants to ensure day to day coaching support within the whole period of the assignment delivery.
- a detailed and weekly scheduled action plan for the self-help groups methodology implementation has been developed and approved by UNDP;
- the monitoring system (including key indicators and sources of data collection) for the self-help group methodology implementation has been developed and approved by UNDP;
- the designated personnel, responsible for implementation, from the Responsible Party's and UNDP sides have been determined, assigned and the rules and formats of written and oral communications between the parties have been approved;

*Expected execution timeframe: 2 weeks after the Agreement starting date.*

### **2. Development of the capacity building programme for NGOs' and social services' practitioners working at the community level to mobilize the most vulnerable groups and managing the participants' selection process**

Output:

- a design for capacity building programme for NGOs' and social services' practitioners on self-help groups methodology (Programme) use has been developed and approved by UNDP;



- the information message (both visual and verbal) for the Programme has been formulated and agreed with UNDP which includes the aim and brief design for the programme, motivational statement to engage the most appropriate audience, selection criteria for the participants to apply and link to the online form for the applicants;
- the online form for the applicants which reflects both the selection criteria and motivation has been developed and approved by UNDP;
- the information dissemination on the Programme via all the possible channels (incl. social media, resource websites and platforms, networks) to target the audience has been ensured;
- At least 60 Programme participants (most relevant by their experience, organizational support and motivation) have been selected (in close coordination with UNDP) and duly informed on the schedule and expected outcomes;
- feedback form for the participants to assess the Programmes' effectiveness (as a tool of the monitoring system for the assignment) has been developed and approved by UNDP.

*Expected execution timeframe: 6 weeks after the Agreement starting date.*

**3. Capacity building of 60 selected NGOs' and social services' practitioners to implement self-help groups methodology for community mobilization**

**Output:**

- Training sessions/workshops for 60 selected practitioners according to the programme design developed have been conducted. The main outcome of the training except of the competencies developed, should become the clear participants' vision and developed plans of their own designs, tasks and scopes of work for self-help group methodology implementation in their local communities.

*Expected execution timeframe: 10 weeks after the Agreement starting date.*

**4. Providing expert support, supervision and coaching to the process of self-help groups creation and functioning in target local communities led by Programme participants**

**Output:**

- The process of day to day expert support to the participants, supervision, intervention and coaching of their activities on self-help groups methodology implementation in local communities has been effectively organized (according to the design developed but not less than 3 consultations for each of the Programme participant within the whole period);
- At least 30 self-help groups (5-20 participants each) have been created and are functioning in 15 target locations. The members of self-help groups represent the most vulnerable population (including but not limited to people with disabilities, families with children with disabilities, elderly people, vulnerable and at-risk youth, IDPs, ex-combatants and their family members).
- Monitoring system for self-help groups functioning in target communities has been developed (including qualitative/quantitative indicators, monitoring methods and timeframes) and implemented;
- Each of self-help groups developed a microproject aimed at empowering self-help group members, advocating for their rights, developing social cohesion and creating safe community environment.

*Expected execution timeframe: 20 weeks after the Agreement starting date.*

**5. Managing the process of the self-help groups' microprojects support through small grants mechanism**

**Output:**

- The application form for the micro-project of self-help group has been developed and agreed with UNDP;
- The transparent procedure for small grants applications and criteria for competitive selection have been developed and agreed with UNDP;
- At least 25 micro-projects developed by self-help groups with total budget of USD 40,000 have received financial support and have been implemented through small grants mechanism;
- Implementation of micro-projects has been monitored through inspection reports, based on the field visits to a sample of grantees and remote communications. The schedule of monitoring visits has been coordinated with UNDP;
- The reports of grantees and Responsible Party's reports on results of monitoring of grantees performance have been submitted to and accepted by UNDP.

*Expected execution timeframe: 28 weeks after the Agreement starting date.*

#### **6. Initiating and developing the self-help groups practitioners' community including through networking, knowledge and experience sharing**

**Output**

- The community of self-help groups practitioners has been initiated and formalized its status through the network, association or any other appropriate mechanism developed on a participatory basis;
- A final networking event (practitioners' conference/forum etc.) has been held to support the process of experience sharing and knowledge creation in the field.

*Expected execution time-frame: 32 weeks after the Agreement starting date.*

### **IV. BUDGET SIZE AND DURATION**

For small grants programme:

The small grants programme must be implemented through three (3) Calls for Proposals which might include up to four (4) thematic areas and be announced in spring-summer 2020. The number of Calls for proposals can be reduced to two in case sufficient number of NGO/CSO partners has been identified. The number of Calls for Proposals can be increased in case as the result of three Calls for Proposals announced all available funding has not been allocated.

The amounts of grants will depend on the value of financial proposals. It is expected that the maximum amount of one medium-sized grant provided by UNDP to NGO/CSO will not exceed 6,001-15,000.00 USD (with grant requests below USD 6,000 to be supported within another program area which is not subject of this Call for Proposals). The maximum amount for a grant can be revised and increased up to 20,000.00 USD in exceptional cases upon prior written approval with UNDP.

The total number of grant recipients will be determined based on the requested amount of submitted proposals upon completion of an evaluation process for each Call for Proposals. It is expected to support around 52 projects in total during the period of Agreement.

The management and administration costs related to the implementation of the small grants programme under this TOR must not exceed the total allocated amount of 78,000.00 USD, with the following allocation between donors: the EU - 24,960.00 USD; Government of Denmark - 17,940.00 USD; Kingdom of the

Netherlands – 29,640.00 USD; Government of Switzerland – 5,460.00 USD. The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

For self-help groups:

USD 100,000.00 is the maximum amount for support of self-help groups micro-projects and the implementation of the self-help groups methodology within the framework of community mobilization (of which USD 40,000.00 is small grants fund for the support of self-help groups micro-projects and USD 60,000.00 is administration and management costs for the implementation of the self-help groups methodology within the framework of community mobilization). The funding for this activity is provided by the European Union. Under this Activity the Responsible Party selected will receive both administration and management service costs and funding for self-help groups micro-projects. The micro-projects should be submitted by self-help groups in cooperation with local partner NGOs/CSOs and realized by NGOs/CSOs within grant agreements to be signed between the Responsible Party and NGO/CSO.

All activities are expected to be delivered till December 15, 2020. The anticipated implementation period is April 2020 – December 2020. The organizations are requested to submit a clear dynamic plan for each deliverable within the foreseen timeframe.

## **V. MONITORING/REPORTING REQUIREMENTS**

The Responsible Party shall submit the following reports according to UNDP's format and guidelines. The format of reports shall be agreed at the first stage of the contract implementation programme, but UNDP reserves the right to make further changes and clarifications in the report form.

Types of reports:

- 1) Interim reports, including reports on the work accomplished, results, monitoring, and financial indicators.
- 2) Weekly operational email reports on current results, implementation and issues of the small grants programme and self-help groups methodology implementation;
- 3) Brief reports periodically submitted upon request of UNDP in cases where it is required to get information on the progress of the programme in between reporting periods;
- 5) Completion report at the end of the project implementation including a summary of activities and results, lessons learned and conclusions, end-of-project financial report– till 15 December 2020. Data should be disaggregated by donor;
- 6) Final narrative report including a summary of activities and results, lessons learned and conclusions, as well as the final financial report reflecting the whole period for each Call for Proposals. Data should be disaggregated by donor, thematic area, final beneficiaries' gender and age groups and other categories as required by UNDP;

Payments to cover Administrative (management and operational) costs shall be made in several installments as per the schedule agreed with UNDP upon the Agreement signing.

The Responsible Party shall comply with the system of monitoring, evaluation and quality control introduced by UNDP, and provide the necessary information, reports and statistical data according to the predetermined schedule *or* as soon as possible (within a reasonable time).

The Interim reports, completion reports, and the final report shall follow the pre-set template agreed with UNDP that includes both substantial and financial parts and shall be shared with the respective official.

As a quality assurance measure, UNDP reserves the right to initiate spot-checks of grantees and final beneficiaries to conduct interviews and receive feedback on the quality of the Responsible Party's work. The Responsible Party shall facilitate the process by presenting UNDP with all necessary contacts of the grantees and final beneficiaries and shall refrain from influencing the impartiality of the assessment procedures.

## **VI. INSTITUTIONAL ARRANGEMENT**

### ***Roles and Responsibilities of the Engaged Responsible Party:***

- Allocate the proper and needed skilled personnel to carry out the project's outputs;
- Be responsible of all logistics related to the completion of this assignment including remuneration of staff /experts / administrative issues related to implementation of activities; all materials and tools required for activities completion; transportation; rental; communication; allowances; etc.;
- Ensure proper reach out to beneficiaries;
- Implement and constantly monitor the activities;
- Provide required and ad-hoc comprehensive reports on a timely manner (focusing as well on the outcome).

### ***Role of UNDP***

- Provide the Responsible Party with all information needed for work (list of target communities, forms and templates, etc.)
- Sign grant agreements prepared by the Responsible Party, allocate tranches to NGO/CSO grantees upon signing grants agreements or receiving interim/final reports;
- Provide field supervision and quality assurance by UNDP's personnel;
- Follow up, monitor and evaluate the progress of implementation of activities and manage/mitigate potential risks;
- Approve progress/final reports.

## **2 EXPERIENCE AND QUALIFICATION REQUIREMENTS**

- Entities registered in Ukraine for at least 2 years (non-governmental, public, charitable, non-profit);
- Experience in launching programmes on self-help groups methodology implementation, incl. in the framework of community building/mobilization (at least 2 projects);
- Experience in the management of grant programmes (at least two programmes with a total number of recipients over 40);
- Experience in project implementation or execution of contracts for the provision of professional services in the area of grant programmes management with a total budget of projects/contracts from USD 400,000.00;
- Legal status of the organization should enable it to receive grant pool from UNDP without incurring tax liabilities.

The project team will include a Team leader, Grants Programme Manager, Finance Officer, M&E and Communications Associate and Experts' Group with the necessary competencies and qualifications. Quantity of Experts' Group members should be proposed by the Responsible Party. It may vary depending on the proposed methodology but should cover and correspond to all of the indicated qualification requirements for the group, in particular:

### **Team Leader/Manager:**

- At least Specialist's or Master's degree in the field related to: "Sociology", "Social Work", "Law", "Political sciences" or "Social Sciences";
- At least 3 years of experience of project management, coordination of teams, networks of partners, experts' groups;
- Minimum 2 years of experience in implementing projects/programmes/provision of grants to NGOs/CSOs;
- Fluency in Ukrainian and Russian; English proficiency (working level).

#### **Grants Programme Manager:**

- Bachelor's (or higher) degree in economics, management, public administration or related field;
- Minimum 2 years of experience in management/implementation of small grants;
- Experience in the evaluation of local initiative projects as part of the grant programmes (participation in at least two programmes) (references should be provided);
- Fluency in Ukrainian and Russian is required. English proficiency (working level).

#### **Finance Officer:**

- Bachelor's (or higher) degree in Finance, Accounting and Audit or other related fields relevant to the financial administration of the small grants scheme;
- Minimum 2 years of experience of financial management in implementing projects/programmes/provision of grants;
- Minimum 1 year of experience in providing financial / accounting to international technical assistance organizations or other donors/customers;
- Excellent knowledge of Ukrainian and Russian.

#### **M&E and Communications Associate (two separate positions with partial involvement will be also considered):**

- Bachelor's (or higher) degree in related field;
- Minimum 1 year of experience in communications about project activities;
- Minimum 1 year of experience in development of M&E frameworks for projects;
- Minimum 1 year of experience in monitoring of grant projects;
- Experience in highlighting projects' implementation in the social media;
- Experience with international donors programmes will be considered an advantage;
- Fluency in Ukrainian and Russian is required.

#### **Experts on self-help group methodology implementation (3 positions):**

- Bachelor's (or higher) degree in social work, psychology, sociology or related field;
- Minimum 3 years of experience in self-help group methodology implementation;
- Experience in capacity building programmes for self-help groups practitioners development and implementation (min. 2 projects);
- Minimum 3 years of trainers'/group facilitation experience;
- Experience with international donors programmes will be considered an advantage;
- Fluency in Ukrainian and Russian is required.

### **3 DOCUMENTS TO BE SUBMITTED IN A TECHNICAL PROPOSAL AND A FINANCE PROPOSAL:**

Technical Proposal should provide among others a contextual analysis/background information, proposed methodology and approach, including objectives and clear outputs that will be achieved within the lifecycle of each suggested activity.

- ☒ A letter of interest / letter of offer, which outlines previous experience in implementing similar programmes and competitive advantages of the applicant company;
- ☒ A work plan with the proposed work schedule indicating the persons responsible for each area of activity;
- ☒ Description of the management methodology and implementation of the medium-sized grants programme, which should include the following:
  - Communication strategy and plan for dissemination of information about the contest, placement of information via online resources and social networks;
  - Description of the online application system with a timeframe for its launch if not developed yet;
  - Description of organization of all stages of the project proposals evaluation process with proposed criteria for evaluating project proposals and evaluation procedures;
  - Procedure for monitoring and evaluation of the projects, including the admission procedures and inspection reports description, quality control methods;
  - Description of communication tools available for interaction with applicants and grantees, which should include but not limited to a telephone hotline;
- ☒ Description of the implementation of self-help groups methodology within community mobilization, which should include the following:
  - Vision and design for the self-help groups methodology implementation for community mobilization within the framework of NGOs and Social Services (incl. capacity building, supervision and support programme, participants' selection approach, evaluation and monitoring framework for all the activities and outputs);
  - Communication strategy which should foresee (i) the relevant informational reach out to different target groups of this assignment; (ii) all the possible internal communications;
  - Description of all stages of small grants mechanism issuing (incl. evaluation criteria and procedures) for the micro-projects developed by self-help groups evaluation process including proposed criteria for evaluating micro-projects and evaluation procedures;
  - Description of the procedure for monitoring and evaluation of the micro-projects, including the admission procedures and inspection reports description, quality control methods;
  - Vision and steps to support the process of the professional community establishment in the field of self-help groups and advocacy groups practice;
- Copy of the Statute/Charter of applicant.
- Copy of a certificate/excerpt from the Unified State Registry of Legal Entities and Private Entrepreneurs.
- Copy of a certificate proving that the organisation is non-profit (if available).
- Personal CVs of Project Team, including information about experience in similar projects / assignments;
- Quality assurance plan;
- At least 2 reference letters from the previous customers/clients/partners reflecting the nature of projects implemented, their results and the role of the applicant.

The financial proposal is expected to provide a clear budget, with itemized costs, for designing and implementing activities. The financial proposal should indicate the all-inclusive fixed total contract price, supported by a breakdown of costs for each activity.

Budget allocation would include, for example, but to be limited to: Remuneration of Staff / Experts; all materials and tools required for activities completion; all logistical fees; transportation; management fees; rental; communication; accommodation; allowances; etc.

#### **IX. PROPOSED PAYMENT SCHEDULE:**

The schedule of payments for the grants' administration services and implementation of self-help groups methodology will be agreed with the Responsible Party before the start of the assignment. Payments to the Responsible Party to cover Administrative (management and operational) costs will be performed in several installments and will be linked to the execution of workplan agreed and executed upon submission and acceptance of the Interim Reports and Final Report (including Final Financial Report and final list of beneficiaries).

Upon acceptance of the Final Report for each competition the Responsible Party receives the payment envisaged in the proposal but not exceeding the maximum allocation provided by the donor (EU, Government of Denmark, Kingdom of Netherlands and Government of Switzerland).

#### **Prepared by:**

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UN Recovery and Peacebuilding Programme

Svitlana Bezymenna

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Rustam Pulatov

#### **Approved by:**

Victor Munteanu, Technical Specialist  
UNDP Recovery and Peacebuilding Programme

Victor Munteanu

**Evaluation criteria**

*(The companies/organizations that are compliant with minimum evaluation criteria will be passed to technical evaluation)*

1. Entities registered in Ukraine for at least 2 years (non-governmental, public, charitable, non-profit);
2. Experience in launching programmes on self-help groups methodology implementation, incl. in the framework of community building/mobilization (at least 2 projects);
3. Experience in the management of grant programmes (at least two programmes with a total number of recipients over 40);
4. Experience in project implementation or execution of contracts for the provision of professional services in the area of grant programmes management with a total budget of projects/contracts from USD 400,000.00.

**Technical criteria:**

Summary of Technical Proposal Evaluation Form	Score Weight	Max Points obtainable
Expertise of Firm/Organization	36%	360
Proposed Methodology, Approach and Implementation Plan	36%	360
Personnel	28%	280
<b>Total</b>	<b>100%</b>	<b>1000</b>

Forms of assessment of technical proposals are given in the next two pages. The maximum score that may be received for each assessment criterion indicates the relative significance or part of such a criterion in the overall assessment process.

Assessment of technical proposal		Maximum score	NGO/ CSO		
Form 1			A	B	C
Experience of the company / organization submitting the proposal					
1.1	Officially registered organization (non-governmental, public, charitable, non-profit) (minimum 2 years – 20 points, 3-4 years – 30 points, 5–6 years- 40 points, 7 years or more – 60 points).	60			
1.2	Experience in launching programmes on self-help groups methodology implementation, incl. in the framework of community building/mobilization (2 programmes – 50 points, 3 programmes – 75 points, 4 programmes and more – 100 points).	100			
1.3	Experience in the management of grant programmes:  - number of successfully implemented programmes: 2 programmes – 30 points, 3 programmes – 40 points, 4 programmes and more – 50 points);  - total number of recipients under the implemented programmes: 40-75 recipients – 30	100			



	points, 76-100 recipients – 40 points, 101 recipients or more – 50 points.				
1.4	Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management with a total budget of projects / contracts:  <ul style="list-style-type: none"> <li>- \$400,001.00–600,000.00 – 70 points;</li> <li>- \$600,001.00–800,000.00 – 80 points;</li> <li>- \$800,001.00–1,000,000.00 – 90 points;</li> <li>- \$1,000,001.00 or more – 100 points.</li> </ul>	100			
Overall score on Form 1		360			

Assessment of technical proposal  Form 2		Maximum score	Company / Other organization		
			A	B	C
Proposed work plan, methodology and approach					
2.1	How well-elaborated is the communication strategy to promote the small grants programme implementation? <ul style="list-style-type: none"><li>- The proposed communication channels include a dedicated web page and at least two additional resources – up to 10 points;</li><li>- Proposed system for response to inquiries from potential applicants is oriented to provide prompt feedback and processing of all inquiries – up to 10 points.</li></ul>	20			
2.2	How well developed is a system of feedback and communication with applicants and grantees within the small grants programme? <ul style="list-style-type: none"><li>- The approach provides for a telephone hotline and details its method, the schedule and features of its operation – up to 10 points;</li><li>- The tool for registration of applications provides online format and prompt registration, identification of repeated applications, granting the status of each application, the possibility of automatic responses to participants and creation of a database and mailing list (the platform is well described however needs elaboration – 10; the platform is available however needs elaboration – up to 20 points; the platform is available for immediate use – up to 30 points).</li></ul>	40			
2.3	How well-developed is a proposed approach to the process of evaluation of applications within small grants programme? <ul style="list-style-type: none"><li>- The suggested evaluation system provides two steps described in the specifications and contains a</li></ul>	40			

	<p>detailed description of the methodology at each stage – up to 15 points;</p> <ul style="list-style-type: none"> <li>- The methodology for applications evaluation is reasonable and realistic, complies with the competition objectives and allows to assess the potential application – 15 points;</li> <li>- The process of evaluating applications is transparent and impartial, it envisages the involvement of the independent evaluation committee – 10 points;</li> </ul>				
2.4	<p>How well developed and realistic is the mechanism of funds provision to grantors within small grants programme?</p> <ul style="list-style-type: none"> <li>- The mechanism involves the development and submission of agreements for signing by UNDP – up to 15 points;</li> <li>- The mechanism includes a detailed list and description of the conditions under which funds are allocated to grantors (legal registration, existence of a bank account, etc.) – up to 15 points.</li> <li>- The mechanism of providing and receiving the grant does not entail tax liabilities in crediting of funds Responsible Party and entails no or minimal tax liabilities for the recipients<sup>1</sup> – up to 10 points</li> </ul>	40			
2.5	<p>How well elaborated is the design/vision for the self-help groups methodology implementation for community mobilization (incl. capacity building, supervision and support programme, participants' selection approach, evaluation and monitoring framework for all the activities and outputs)?</p> <ul style="list-style-type: none"> <li>- The design/vision includes brief description of the main activities planned (trainings, follow up sessions, consultations, supervisions, interventions etc.) and outputs expected – up to 15 points;</li> <li>- The approach to the process of Programme participants' selection proposed is grounded, transparent and reflects both selection criteria and motivation – up to 10 points;</li> <li>- Evaluation and monitoring framework for all the activities and outputs is well developed and structured, includes both quantitative and qualitative indicators, expected sources of data collection – up to 15 points</li> </ul>	40			
2.6	<p>How well described is the procedure of providing expert support, supervision and coaching to the process of self-help groups creation and functioning in target local communities?</p> <ul style="list-style-type: none"> <li>- The internal communication format proposed ensures day to day coaching support to the Programme participants within the whole period of</li> </ul>	40			

<sup>1</sup> The proposed mechanism should be in line with the applicable Ukrainian legislation

	<p>the assignment – up to 15 points.</p> <ul style="list-style-type: none"> <li>- The monitoring methods and proposed timeframes for the monitoring procedures are relevant to the indicators developed and key tasks of this assignment – up to 15 points;</li> <li>- The proposed methodology of support to self-help groups in developing microprojects aimed at empowering self-help group members, advocating for their rights, developing social cohesion and creating safe community environment is realistic and reasonable – up to 10 points.</li> </ul>				
2.7	<p>How well-elaborated is the mechanism of managing the process of the self-help groups' microprojects support through small grants mechanism through NGO/CSO partners?</p> <ul style="list-style-type: none"> <li>- The mechanism includes description on how the microprojects are assessed – up to 10 points;</li> <li>- The mechanism involves the development and signing of agreements with grantors – up to 10 points;</li> <li>- The mechanism includes a detailed list and description of the conditions under which funds are allocated to grantors (legal registration, existence of a bank account, etc.) – up to 10 points.</li> <li>- The mechanism of providing and receiving the grant does not entail tax liabilities in crediting of funds Responsible Party and entails no or minimal tax liabilities for the recipients<sup>2</sup> – up to 10 points</li> </ul>	40			
2.8	<p>How well-elaborated is the proposed plan for initiating and developing the self-help groups practitioners' community including through networking, knowledge and experience sharing?</p> <ul style="list-style-type: none"> <li>- The proposal contains description on how to initiate and formalize the community of self-help groups practitioners through the network, association or any other appropriate mechanism developed on a participatory basis – up to 20 points;</li> <li>- The proposal envisages conduction of a final networking event (practitioners' conference/forum etc.) to support the process of experience sharing and knowledge creation in the field – up to 20 points.</li> </ul>	40			
2.4	<p>How well-developed and robust is the methodology for monitoring and evaluation of implementation of beneficiaries having received grants and microprojects?</p> <ul style="list-style-type: none"> <li>- The proposed monitoring implementation plan has realistic timeframe and logistics arrangements – up to 10 points;</li> <li>- The monitoring and evaluation methodology suggested is realistic, unified for all grantees and can</li> </ul>	30			

<sup>2</sup> The proposed mechanism should be in line with the applicable Ukrainian legislation

	analyze progress of grants implementation based on clear evaluation method – up to 10 points; - The proposed monitoring and reporting mechanisms show sufficient capacity of the Responsible Party to provide counseling on reporting issues to grantees – up to 10 points.					
2.7	How well-elaborated is the proposed plan of work and suggested timeline? - Weekly detailed elaboration of a work plan – 5 points; - Daily detailed elaboration of a work plan – 5 points; - The schedule is realistic and meets the assignment timeframe – 20 points.	30				
Overall score on Form 2		360				
<b>Assessment of technical proposal</b>		Maximum score	Company / Other organization			
<b>Form 3</b>			A	B	C	
<b>Personnel</b>						
	<b>Team Leader/Manager</b>					
3.1	Experience in project management, coordination of teams, networks of partners, experts' groups (3 years – 5 points, 4–5 years – 7 points, 6 years and more – 10 points).	10				
3.2	Experience in implementing projects / programmes / provision of grants to NGOs/CSOs (2 years – 5 points, 3–4 years – 7 points, 5 years and more – 10 points).	10				
3.3	Higher education in sociology, social work, law, political sciences, social sciences or other related field (Master's (or equivalent) – 5 points, PhD or higher – 10 points).	10				
3.4	Language command (Ukrainian, Russian) – 5 points, Ukrainian, Russian and English (working level) – 10 points).	10				
Interim score according to criteria 3.1–3.4		40				
	<b>Grants Manager</b>					
3.5	Experience in management / implementation of small grants programmes (2 years – 5 points, 3–4 years – 7 points, 5 years or more – 10 points).	10				
3.6	Experience in the evaluation of local initiative projects as a part of the grant programmes (1 programme – 5 points, 2 programmes – 7 points, 3 programmes and more – 10 points).	10				
3.7	Education in Economy, Law, Management, Public Administration or related field (Bachelor's degree or equivalent – 5 points, Master's – 7 points, PhD or higher – 10 points).	10				

3.8	Language command (Ukrainian, Russian) – 5 points, Ukrainian, Russian and English (working level) – 10 points).	10			
	Interim score according to criteria 3.5–3.8	40			
	<b>M&amp;E and Communications Associate</b>				
3.9	Experience of development of M&E frameworks (1 year – 5 points, 2–3 years – 7 points, 4 years and more – 10 points).	10			
3.10	Experience of communication about the project / programme (2 years – 5 points, 3–4 years – 7 points, 5 years or more – 10 points).	10			
3.11	Higher education in related field (Bachelor's degree or equivalent – 5 points, Master's – 7 points, PhD or higher – 10 points).	10			
3.12	Experience in highlighting projects' implementation in the social media – up to 10 points	10			
	Interim score according to criteria 3.9–3.12	40			
	<b>Finance Officer</b>				
3.13	Experience in financial management in implementing projects / programmes / provision of grants or credit loans (2 years – 5 points, 3–4 years – 10 points, 5 years and more – 15 points).	15			
3.14	Experience in providing financial / accounting to international technical assistance organizations or other donors / customers (1 years – 5 points, 2–4 years – 10 points, 5 years or more – 15 points).	15			
3.15	Higher education in Finance, Accounting and Audit or other related field relevant to financial administration of the small grants scheme (Bachelor's degree or equivalent – 3 points, Master's – 4 points, PhD or higher – 5 points).	5			
3.16	Language command (Ukrainian, Russian) – up to 5 points	5			
	Interim score according to criteria 3.13–3.16	40			
	<b>Experts' Group</b>				
3.17	Higher education in social work, psychology, sociology or related field (Bachelor's degree or equivalent – 5 points, Master's or equivalent – 7 points, PhD or higher – 10 points) – up to 10 points per expert for a total of at least 3 experts	30			
3.18	Experience in self-help group methodology implementation (2 years – 5 points, 3–4 years – 7	30			

	points, 5 years and more – 10 points) – up to 10 points per expert for a total of at least 3 experts				
3.19	Experience in capacity building programmes for self-help groups practitioner's development and implementation (2 programmes – 5 points, 3–4 programmes – 7 points, 5 programmes or more – 10 points) - up to 10 points per expert for a total of at least 3 experts	30			
3.20	Trainers'/group facilitation experience (3 years – 5 points, 4–5 years – 7 points, 6 years and more – 10 points) – up to 10 points per expert for a total of at least 3 experts	30			
Interim score according to criteria 3.17–3.20		120			
Overall score on Form 3		280			