



UN Recovery and Peacebuilding Programme, Economic Recovery and Restoration of Critical Infrastructure Component

Call for Proposals from NGOs/CSOs

Engaging an NGO/CSO as a Responsible Party for managing small grants programme for business start-up, renewal or expansion in Luhansk and Donetsk oblasts and in selected areas of Zaporizhzhia oblast

I. BACKGROUND INFORMATION

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations

This Call for Proposals (CFP) is specifically related to the UN Recovery and Peacebuilding Programme (UN RPP).

The ongoing conflict in eastern Ukraine has had a direct and highly negative impact on social cohesion, resilience, livelihoods, community security, and the rule of law. Recognizing 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 (UN), the World Bank (WB) and the European Union (EU) conducted a Recovery and Peacebuilding Assessment, which was endorsed by the Cabinet of Ministers in mid-2015.

The United Nations Development Programme (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, established partnerships, and started in 2015 through the UN Recovery and Peacebuilding Programme (UN RPP). The UN RPP is a multi-donor funded framework programme led by the UNDP in collaboration with the Government of Ukraine and implemented in cooperation with a number of partnering UN agencies (UN Women, FAO, UNFPA).

UN RPP small business grants programme was launched in eastern Ukraine in 2015 as a part of efforts to promote economic recovery of the conflict-affected oblasts, to enhance employment and to create income-generation opportunities for the local population and IDPs. Overall, 932 business projects were supported and over 2,500 jobs created within the programme in 2015-2020. In 2020 UN RPP, under the financial support of the Government of Japan and the Government of Denmark plans to provide grants for launch, renewal or expansion of Micro, Small

and Medium Enterprises (hereinafter – MSMEs) on a competitive basis in the government-controlled areas (GCAs) of Luhansk and Donetsk oblasts, and in selected rayons of Zaporizhzhia oblasts (hereinafter – the "target areas") in order to establish or restore business activity and ensure overall economic revitalization, decrease tension on the labor market and ensure the development of the priority value chains in the region.

In March 2020 the economic situation of Ukraine has been challenged by the COVID-19, affecting households and businesses in unprecedented ways. While containing the pandemic and protecting people is the top priority, disrupted supply chains, containment measures that are limiting economic and social interactions and falling demand put people's jobs and income-generation opportunities at risk. It especially affects MSMEs that have significantly lower reserves than large businesses. Immediate employment and business support is needed, which includes increasing ability for self-employment of those who lost jobs due to pandemic.

In order to stimulate the revitalization of the complicated economic situation and ensure the development of the targeted value chains, UN RPP is seeking an NGO/CSO as Responsible Party (RP) that will manage the Grants Programme for business start-up, renewal or expansion in the target areas.

II. OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

The overall objective of this assignment is to establish a competitive mechanism and manage the process of allocation of small business grants for business start-up, renewal or expansion in the targeted areas, specifically:

- for the grants programme funded by the Government of Japan - government-controlled areas of Luhansk and Donetsk oblasts and Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliaipole, Yakymivka, Bilmak, Melitopol and Tokmak rayons in Zaporizhzhia oblast;
- for the grants programme funded by the Government of Denmark – Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliaipole, Yakymivka, Bilmak, Melitopol and Tokmak rayons in Zaporizhzhia oblast.

Detailed objectives, related outputs, deliverables and key considerations are provided in the Terms of Reference – **Annex I**

Final Beneficiaries:

Local population willing to start-up, renew or expand Micro, Small and Medium business in the areas of Luhansk and Donetsk (GCAs) and selected rayons of Zaporizhzhia oblast.

III. ELIGIBILITY & QUALIFICATION CRITERIA

Interested NGOs/CSOs must meet the following criteria to be eligible for the selection:

- Non-governmental organization (NGO)/ civil society organization (CSO) officially registered in Ukraine for at least 3 years;
- Experience in the management of grant programmes / provision of credit loans (at least two programmes with total number of recipients over 150);
- Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts from USD 300,000.00.;
- Legal status of the organization should enable it to receive UNDP grant pool without the Responsible Party's incurring in tax liabilities.

NGOs/CSOs must have a team of at least eight members satisfying the requirements that are

provided in the Terms of Reference – **Annex I.**

The parameters that will determine whether an NGO/CSO is eligible to be considered by UNDP will be based on the Capacity Assessment Checklist (CACHE) for NGO/CSO that should be duly completed and submitted alongside supporting documents request.

Capacity Assessment Checklist (CACHE) For NGO/CSO template – **Annex II.**

IV. TECHNICAL AND FINANCIAL PROPOSAL

Proposed Methodology, Approach, quality assurance plan and Implementation Plan – this section should demonstrate the NGO's/CSO' response to the Terms of Reference by identifying the specific components proposed, how the outputs/ delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted.

Moreover, the proposal should demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

Management Structure and Resource (Key Personnel) – This section should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

V. EVALUATION CRITERIA & METHODOLOGY

a) Proposals will be evaluated based on the following criteria and methodology:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm/Organization	36%	360
2.	Proposed Methodology, Approach and Implementation Plan	36%	360
3.	Personnel	28%	280
Total			1000

Please refer to Annex II for detailed sub criteria.

1) Evaluation methodology: Quality based under Fixed Budget Selection (QB-FBS)

QB-FBS methodology implies that all proposals have the same maximum overall price (which cannot exceed a known fixed budget amount), focusing the selection on the quality of the proposal and the NGO/CSO proposed approach and methodology.

NGO/CSO shall provide their best technical proposal and financial breakdown (within the budget) in one single envelope (clearly stating proposed overheads). Evaluation of all technical

proposals shall be carried out, in accordance with below outlined evaluation criteria, and the entity that obtains the highest technical score shall be selected. NGOs/CSOs exceeding the established fixed budget in their financial proposals will be rejected.

Any NGO/CSO that is engaged to act as RP is subject to and must comply with the HACT policy (i.e., micro-assessment and assurance activities) that must be validated through performance measures and quality certified by an independent assessor engaged by UNDP.

2) Budget size and duration

The overall indicative grant pool amount made available under this call for proposal is 1,665,795.00 US dollars. UNDP reserves the right not to award all available funds should the number and quality of applications not meet the criteria.

The administrative costs of proposal must not exceed the 217,264.00 US dollars. The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

The duration of proposed activities should not exceed the period of eleven (11) months.

The anticipated implementation period is June 2020 – May 2021. The organizations are requested to submit a clear dynamic plan for achievement of all outputs within the foreseen timeframe.

The schedule and amounts of payments will be linked to outputs and will be agreed with the Responsible Party before the start of the assignment.

VI. SELECTION PROCESS:

The UNDP will review proposals through a five-step process: (i) determination of eligibility; (ii) technical review of eligible proposals; (iii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal; (iv) round of clarification (if necessary) with the highest scored proposal; and (v) Responsible Party Agreement (RPA) signature.

VII. SUBMISSION PROCESS

Applicants shall bear all costs related to proposal preparation and submission.

Applicants must submit their proposals through e-tendering online system and by the deadline indicated in **<https://etendering.partneragencies.org>**.

The following documents must be submitted in order for the submission to be considered:

1. Applications (project proposals) in the form of the template attached (**Annex II – Capacity Assessment Checklist for NGO/CSO**), including organizational profile with the following details:
 - Proof of registration as a non-governmental/non-commercial organization including copies of registration certificate;
 - A clearly defined management structure of the organisation;
 - Proven track record of experience in the implementation of similar/related type of activities;
 - Experience in the management of grant programmes;
 - Experience in project implementation or execution of contracts for the provision of professional services in the area of grant programmes management;
 - Audited financial statements for the past two years.

- A work plan with the proposed work schedule indicating the persons responsible for each area of activity;
2. Description of the management methodology and implementation of the small business grants programme, which should include the following:
 - A letter of interest / letter of offer, which outlines previous experience in implementing similar programmes and competitive advantages of the applicant company;
 - Communication strategy and plan for dissemination of information about the contest, including cooperation with the media and NGOs, 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 business plans and evaluation procedures;
 - Description of the mechanism of transferring funds to grantees, a prerequisite of which is that no or minimal tax obligations of the grantees shall arise in connection with the grant funds receipt;
 - Procedure for monitoring and evaluation of the business 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 grant funds returning procedure and brief on raised lawsuits within the previous projects and their results;
 - Personal CVs of Project Team, including information about past experience in similar projects / assignments;
 - Quality assurance plan.
 3. At least 3 reference letters from previous customers/clients/partners reflecting the nature of projects implemented, their results and the role of the applicant;
 4. Information regarding required resources including **curriculum vitae (CVs)** of key personnel that will be assigned to support the implementation of the proposed methodology (clear definition of roles and responsibilities).
 5. The Financial Proposal with a detailed cost breakdown, **Annex III**.

Only one submission per organization is allowed. Organizations may not participate in more than one proposal. Once the application is complete and submitted, revised versions of proposal documents will not be accepted. Partial application will not be accepted.

Interested NGOs/CSOs may obtain further information or clarification by contacting the UNDP office in Ukraine through the following email address: procurement.ua@undp.org

Submission Deadline

Proposals, with supporting documents, should be submitted by **28 May 2020, at 24:00.**

Estimated Competition Timeline

For reference purposes only, please consider the following indicative timeline:

14 May 2020: Call for Proposal opens, and relevant documents are posted online.

28 May 2020: Deadline for organizations to submit proposals under this Call.

10 June 2020: Assessment and selection processes will take place.

20 June 2020: Selected applicants will be notified.

IMPORTANT ADDITIONAL INFORMATION

UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (see

[http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP Anti Fraud Policy English FINAL june 2011.pdf](http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf) and

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/> for full description of the policies).

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- * Are or have been associated in the past, with a firm or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;
- * Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
- * Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether such conflict exists.

UNDP looks forward to receiving your proposals and thanks you in advance for your interest in UN RPP activities.

Yours sincerely,

Dafina Gercheva

Ms. Dafina Gercheva
Resident Representative
UNDP, Ukraine

Annex I**Terms of Reference**

Engaging an NGO/CSO as a Responsible Party for managing small grants programme for business start-up, renewal or expansion in Luhansk and Donetsk oblasts and in selected areas of Zaporizhzhia oblast

Project name: UN Recovery and Peacebuilding Programme, Economic Recovery and Restoration of Critical Infrastructure Component

Country/place of implementation: Ukraine / government-controlled areas of Donetsk and Luhansk oblasts, and selected rayons of Zaporizhzhia oblast, specifically: Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliapole, Yakymivka, Bilmak, Melitopol and Tokmak

Type of Contract: Responsible Party Agreement

I. BACKGROUND

The ongoing conflict in eastern Ukraine has had a direct and highly negative impact on economy, social cohesion, resilience, livelihoods, community security, and the rule of law. Recognizing 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 (UN), the World Bank (WB) and the European Union (EU) conducted a Recovery and Peacebuilding Assessment, which was endorsed by the Cabinet of Ministers in mid-2015.

The United Nations Development Programme (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, established partnerships, and started in 2015 through the United Nations Recovery and Peacebuilding Programme (UN RPP). The UN RPP is a multi-donor funded framework programme formulated and led by the UNDP in collaboration with the Government of Ukraine and in cooperation with a number of partnering UN agencies (UN Women, FAO, UNFPA).

The 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) and is aligned to the State Target

Programme for Recovery as well as to the two oblast development strategies up to 2020. It takes into account 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. 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.

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

Component 1: Economic Recovery and Restoration of Critical Infrastructure

Component 2: Local Governance and Decentralization Reform

Component 3: Community Security and Social Cohesion.

The Programme, which operates on the basis of a pooled funding arrangement, follows a multi-sectoral programme-based approach and is implemented using an area-based methodology. It is a unifying interventions framework for 12 projects funded by 12 international partners and is worth over 80 million USD.

In 2019 the Government of Japan and the Government of Denmark supported UN RPP's activities aimed at addressing socioeconomic issues in the government-controlled areas of Luhansk and Donetsk oblasts and the coastline regions of Zaporizhzhia oblast and help them resist negative economic dynamics.

In March 2020 the economic situation of Ukraine has been challenged by the COVID-19, affecting households and businesses in unprecedented ways. While containing the pandemic and protecting people is the top priority, disrupted supply chains, containment measures that are limiting economic and social interactions and falling demand put people's jobs and income-generation opportunities at risk. It especially affects MSMEs that have significantly lower reserves than large businesses. Immediate employment and business support is needed, which includes increasing ability for self-employment of those who lost jobs due to pandemic.

UN RPP small business grants programme was launched in eastern Ukraine in 2015 as a part of UN RPP efforts to promote economic recovery of the conflict-affected oblasts, to enhance employment and to create income-generation opportunities for the local population and IDPs. Overall, 932 business projects were supported and over 2,500 jobs created within the programme in 2015-2020. In 2020 UN RPP, under the financial support of the Government of Japan and the Government of Denmark plans to provide grants for launch, renewal or expansion of Micro, Small and Medium Enterprises (hereinafter – MSMEs) on a competitive basis in the government-controlled areas (GCAs) of Luhansk and Donetsk oblasts, and in selected rayons of Zaporizhzhia oblasts (hereinafter – the "target areas") in order to establish or restore business activity and ensure overall economic revitalization, decrease tension on the labor market and ensure the development of the priority value chains in the region.

In order to stimulate the revitalization of the complicated economic situation and ensure the development of the targeted value chains, UN RPP is seeking an NGO/CSO as Responsible Party (RP) that will manage the Grants Programme for business start-up, renewal or expansion in the target areas.

II. MAIN OBJECTIVES OF THE ASSIGNMENT

The overall objective of this assignment is to establish a competitive mechanism and manage the process of allocation of small business grants for business start-up, renewal or expansion in the targeted areas, specifically:

- for the grants programme funded by the Government of Japan - government-controlled areas of Luhansk and Donetsk oblasts and Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliaipole, Yakymivka, Bilmak, Melitopol and Tokmak rayons in Zaporizhzhia oblast;
- for the grants programme funded by the Government of Denmark – Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliaipole, Yakymivka, Bilmak, Melitopol and Tokmak rayons in Zaporizhzhia oblast.

Specifically, the Responsible Party shall implement the following:

- Develop and agree with UN RPP the methodology for processing and evaluation of applications submitted for the business grants contests and the approach to ensure effective implementation of the supported business projects;
- Develop the application documents package for the small business grants programme;
- Announce, advertise and process two (2) Calls for grant proposals under the small business grants programme;
- Ensure broad dissemination of information about the small business grants programme among key stakeholders and public;
- Arrange the review and evaluation of business proposals by independent professionals/experts and Evaluation Committees in Luhansk, Donetsk and Zaporizhzhia oblasts;
- Sign grant agreements with the beneficiaries and transfer funding/grants;
- Monitor implementation of the grant projects by each grantee;
- Develop a procedure for return of the grant funds in case of non-compliance of the grantee's activities with the terms of a grant agreement;
- Coordinate actions with other UN RPP activities, in particular, with the training programmes on business ideas origination, business planning, practical aspects of entrepreneurial activity and business development, and with the business consulting services provided to the grantees;
- Ensure quality translation of all project-related materials into English.

III. SCOPE OF WORK AND EXPECTED OUTPUTS

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

SMALL BUSINESS GRANTS PROGRAMME IMPLEMENTATION

1. Initial stage

This stage is common for both Calls for grant proposals delivered under this assignment.

Output:

- The detailed narrative reporting forms the Responsible Party should provide to UN RPP under the programme have been developed and agreed with UN RPP;
- The designated personnel, responsible for implementation, from the Responsible Party's and UN RPP sides have been determined, assigned and the rules and formats of written and oral communications between the parties have been approved;
- The procedure for grant funds return has been developed and approved for potential cases where a grantee violates or does not fully comply with the terms of the grant agreement;

- The procedure of reallocation of returned equipment or funds to other applicants has been developed and approved by UN RPP.

Expected execution timeframe 10 calendar days after the Agreement starting date.

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

This stage is common for both Calls for grant proposals delivered under this assignment.

Output:

- Texts of two (2) Calls for grant proposals have been developed and approved by UN RPP;
- An online application and evaluation tool able to manage (receive and ensure automatic technical screening against the evaluation criteria) at least 5,000 applications during each call for grant proposals and with a capacity to store over 10,000 of applications for at least 3 years has been established and approved by UN RPP. 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. The Responsible Party shall provide full access to the secured online system and databases to the designated UN RPP personnel;
- An online application form has been developed for each separate Call for grant proposals and approved by UN RPP;
- Two (2) guidebooks for the candidates applying for each separate Call for grant proposals have been developed. The guidebooks should include detailed descriptions of the business grants Contest, its goals and objectives, eligibility and selection criteria, priority areas of business activity, sample forms and templates, reporting, monitoring and evaluation requirements for the business projects, etc. The format and content of the documents have been agreed with UN RPP before the announcements for each Call for grant proposals.

Expected execution timeframe – 20 calendar days after the Agreement starting date

3. The announcement of the Call for grant proposals for the small business grants programme funded by the Government of Japan, accepting and managing applications from the target groups.

Output:

- The small business grants programme has been publicly announced via the relevant national and regional news channels agreed with UN RPP (national and regional print media, television and radio stations, Internet resources, social networks);
- A separate web page is created for the Call for grant proposals and the full contest document package is available on this web page and other online resources agreed with UN RPP;
- At least four press conferences have been organized and held in-person or remotely if event organization is limited by the government. Such press-conferences should be conducted in Berdiansk, Mariupol, Kramatorsk and Sievierodonetsk for the media located in the targeted areas to present objectives and terms of the contest;

- 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 during working hours (from 9 am to 6 pm) for the duration of the small business grants programme;
- The applications for small business grants in Luhansk (GCA), Donetsk (GCAs) and Zaporizhzhia oblasts have been received and registered according to the schedule and prepared for evaluation.

Expected execution timeframe – July 2020

4. The announcement of the Call for grant proposals for the small business grants programme funded by the Government of Denmark, accepting and managing applications from the target groups.

Output:

- The small business grants programme has been publicly announced via the relevant national and regional news channels agreed with UN RPP (national and regional print media, television and radio stations, Internet resources, social networks);
- A separate web page is created for the Call for grant proposals and the full contest document package is available on this web page and other online resources agreed with UN RPP;
- At least three press conferences have been organized for each Call for grant proposals and held for the targeted areas in-person or remotely if organization of events is limited by the government. Such press-conferences should be conducted in Berdiansk, Mariupol, and Melitopol for the media located in the targeted area to present objectives and terms of the contest;
- 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 during working hours (from 9 am to 6 pm) for the duration of the small business grants programme;
- The applications for small business grants from Donetsk (GCAs) oblast and selected rayons of Zaporizhzhia oblast have been received and registered according to the schedule and prepared for evaluation.

Expected execution timeframe – July 2020

5. Organization of the applications evaluation process.

This stage is identical for both Calls for grant proposals delivered under this assignment, though it should be implemented separately for each grant contest in line with this contest's individual timeframe and workplan.

The process of evaluation of applications should have following stages for each call for grant proposals:

1) At the first stage of registration, the applications shall be technically screened against the predetermined criteria (participation eligibility, compliance with the contest requirements). Applicants whose business plans were rejected at this stage should be promptly notified of the rejection of their projects;

2) At the second stage, each application is evaluated separately by at least three independent professionals in the field of entrepreneurship with experience in the area of business planning and conducting business activities in the respective region and/or sector, involved by the Responsible Party. The candidates' CVs should be submitted to UN RPP in advance and should be formally approved by UN RPP prior to the start of evaluation. The experts independently assess each application according to the determined criteria, assign appropriate grades and submit these grades accompanied by brief comments to each application to the Responsible Party. Responsible Party draws up a preliminary report (to recommend or not to recommend the application for review by an independent evaluation committee at the next stage with clear justification of the decision taken) and submits it to UN RPP for approval. Applicants whose business plans were rejected at this stage must be notified of the rejection of their projects within 10 days of the decision;

3) At the third stage, the applicants present business plans to an independent evaluation committee in each region, which are formed by the Responsible Party and approved by UN RPP. Each Evaluation Committee should consist of at least 7 members, delegated by the business community and infrastructure, local authorities, UN RPP, UN agencies and other experts in the field, who will be able to evaluate the business plans from different points of view. At least one Responsible Party's business expert, who has previously evaluated the application must be present at every evaluation committee meeting. Applicants whose business plans were selected for evaluation at this stage, shall describe their business ideas in person, provide details of business plans and answer the questions of members of the evaluation committee. Evaluation committee should assess the business plans according to the defined criteria and assign the respective points to each application.

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;
- All technically eligible applications have been assessed by the Responsible Party's team of experts on entrepreneurship/business at the second stage. Each application has been assigned a relevant grade and conclusion (recommended or not recommended for review by an independent evaluation committee with comprehensive justification of the decision taken). Applicants whose business plans had been rejected at the second stage were notified within 10 days. Applicants whose business plans were selected for further evaluation, have been informed and instructed regarding the format and details of in-person presentation;
- A list of applications nominated for the third evaluation stage is translated into English including the applicants' data and brief descriptions of business ideas;
- Independent evaluation committees have been formed for each Call for Proposal in each region. The committee membership has been agreed and approved by UN RPP. The guidelines for members of the Evaluation Committees, containing detailed information on the evaluation criteria, the procedure for assignment of points for each criterion, the in-person presentation procedure and other details have been developed. A list of standard questions that may be asked during the interview has been developed. Evaluation committee meetings have been organized for each Call for grant proposals in Berdiansk, Mariupol, Kramatorsk and Sievierodonetsk;
- Based on the results of the meeting of the Evaluation Committees, a rating has been formed, the reports have been prepared and a list of winners and a waiting-list of no less than 80 eligible business projects have been generated for each call for grant 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 grant proposals have been published on a separate protected web page created for each Call for grant proposals and disseminated through other online resources agreed with UN RPP within 5 days after the formal finalization of the contest results;
- The procedure for coordination of business consulting services provided by UN RPP's contractors have been approved. Names and contacts of the winners have been submitted to respective companies and/or individuals upon UN RPP permission and within the time agreed with UN RPP;
- Information on the results of each Call for grant proposals was released at the specified web page within 5 days after their formal finalization.

Expected execution timeframe – August 2020

6. Signing grant agreements with beneficiaries and disbursement of grant funds.

This stage is identical for both Calls for grant proposals delivered under this assignment, though it should be implemented separately for each grant contest in line with this contest's individual timeframe and workplan.

Funds should be transferred from the Responsible Party to grantees under the schedule of payments specified in the grant agreement. The mechanism of receiving the grant shall not entail excessive tax liabilities in crediting of funds neither for the Responsible Party nor for the recipients. Each business grant should be disbursed in two tranches: 75% of the requested amount upon signing the grant agreement, 25% of the requested amount upon approval of the grantee's final report.

The total value of the grants distributed shall correspond the amount of grants pool transferred from UNDP to the Responsible Party accounts. Immediate (up to 5 banking days) transfer of grants from Responsible Party to recipients' bank accounts should be ensured upon signing the grant agreements.

Output:

- The grant agreement text and form developed by Responsible Party and approved by UN RPP. It should include a schedule of payments, requirements and reporting procedures, duration of the project, requirements for monitoring, communications, and other information necessary for the effective use of the grant). The text should be developed in Ukrainian language and translated into English if requested by UN RPP;
- The agreements with each grantee have been prepared and signed. One copy of signed agreements should be handed over UN RPP. Agreements should be translated into English if requested by UN RPP;
- The grant funds have been transferred to beneficiaries in line with the signed agreements;
- The Responsible Party has submitted to UN RPP the copies of contracts with grantees and the documents confirming the transfer of funds to the grantees' bank accounts.

Expected execution timeframe – September 2020

7. Providing technical and operational administration of the small business grants programme. Monitoring of the business projects implementation.

This stage is identical for both Calls for grant proposals delivered under this assignment, though it should be implemented separately for each grant contest in line with this contest's individual timeframe and workplan.

Output:

- The grantees' reports have been received, verified and approved by the Responsible Party according to the schedules stipulated by the grant agreements;
- Advice on operational reporting is promptly provided through various channels (email, telephone hotline);
- Implementation of business projects has been monitored through inspection reports based on the field visits to each grantee and remote communications. The schedule of monitoring visits has been coordinated with UN RPP;
- The reports of grantees and Responsible Party's reports on results of monitoring of grantees performance have been submitted to and accepted by UN RPP.

Expected execution timeframe – continuously starting September 2020

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.

This stage is common for both Calls for grant proposals delivered under this assignment.

Output:

- In case of the grantee's non-compliance with the grant agreement terms, the grant aid in the form of funds or equipment shall be returned to the Responsible Party and shall be re-distributed. For this purpose, a separate formal decision shall be proposed by the Responsible Party and approved by UN RPP to assign a grant to one of the applicants previously included to the waiting list for the respective region;
- Initiating and conducting lawsuits against the grantees who do not comply with the grant agreements terms in order to return the grant funds in the form of cash and/or equipment purchased for the grant funds. Such liability, as well as the responsibility to re-distribute the grant funds among the other winners of the respective Call for Proposal or to return it to UNDP in case of impossibility of such re-distribution, shall not be limited by the timeframe of the Agreement.

Expected execution timeframe –full duration of the Agreement

In addition, the Responsible Party shall:

- Coordinate its activities with other UN RPP partners and contractors to achieve effective cooperation whenever possible;
- Ensure visibility and information reference to UN RPP and the donors on all products created under the project implementation;
- Ensure visibility of UN RPP and the donors by placing visual marks on equipment purchased by the grantors.

GENERAL TERMS FOR THE SMALL BUSINESS GRANTS PROGRAMME

It is assumed that business projects funded under the small business grants program should:

- Demonstrate high profit potential and long-term sustainability and have feasible market indicators;
- For grants funded by the Government of Denmark - be within and/or envisage positive impact on the priority value chains in the target areas;
- For grants funded by the Government of Japan, provide conditions for self-employment and/or creation of new jobs;
- Provide a minimum 25% co-financing of the total project budget, including non-cash contribution in the form of equipment, premises and works on premises arrangement, etc.

The small business grants programme objectives:

- Create income-generation opportunities for the population in Luhansk (GCAs) and Donetsk (GCAs) oblasts and in selected rayons of Zaporizhzhia oblast through supporting the development of entrepreneurship and MSMEs;
- For the grant programme supported by the Government of Japan – improve employment opportunities for local population and IDPs in the targeted regions;
- For the grant programme funded by the Government of Denmark - support development of the priority value chains in the targeted regions.

Business projects funded under the small business grants programme may be dealing with the following types of business activities (the list is non-exhaustive and shall be agreed with the UN RPP representatives upon its launch):

- procurement of equipment necessary to start production activities;
- procurement of tools to start providing services;
- hiring personnel and covering their wages;
- initial lease of office space, platforms for service provision or production sites;
- initial procurement of feedstock for production/services provision;
- franchising costs, etc.

Conditions and requirements to applicants:

- Those who apply for the grant contest funded by the Government of Japan should officially reside and express their willingness to start-up, renew or expand MSME in Donetsk and Luhansk oblasts (GCAs);
- Those applying for the grant contest funded by the Government of Denmark should officially reside and express their willingness to start-up, renew or expand MSME in Mangush, Volnovakha and Nikolske rayons and the town of Mariupol in Donetsk oblast (GCAs), Berdiansk, Prymorsk, Pryazovia, Orikhiv, Guliaipole, Yakymivka, Bilmak, Melitopol and Tokmak rayons in Zaporizhzhia oblast;
- Applicants should be able to be officially registered as private entrepreneurs or register other type of business entity in Ukraine;
- Grant applicants may submit only one application and receive only one grant;
- Only one grant can be received by immediate/close family members (namely father, mother, son, daughter, sister, brother, official spouse);

- The grant agreement on financial support between the beneficiary and the grants administrator shall oblige the grantee to return equipment or its full price (in case of damage or loss) if the enterprise is not launched according to the business plan within 60 days since the agreement signed;
- Co-financing of at least 25% of total expenses on the business establishment by the grantee, including non-cash payments in the form of equipment, premises or other type of property is an obligatory requirement for the financial support;
- Businesses solely aimed at trade and distribution will not be funded;
- Businesses that are not connected to any of the prioritized value chains will not be supported under the grant contest funded by the Government of Denmark;
- Applications that do not stipulate creation of new jobs will not be supported under the grant contest funded by the Government of Japan;
- Women and men are equally encouraged to apply for each Call for grant proposals.

IV. BUDGET SIZE AND DURATION

The estimated total funds allocated for the provision of the small business grants to MSME support amounts to 1,665,795.00 US dollars. The business grants programme must be implemented through two (2) Calls for grant proposals (both launched in 2020). The budget allocated for the 1st Call for grant proposals funded by the Government of Japan is 437,999.50 US dollars, the budget of the 2nd Call for grant proposals funded by the Government of Denmark is 1,227,795.50 US dollars.

The amounts of grants will depend on the value of business plans submitted for grants contests, the number of jobs created under the business projects selected for funding by the Government of Japan, and responsiveness in terms of supporting the expansion and strengthening of prioritized value chains and sectors of economy for business projects funded by the Government of Denmark. The maximum amount per grant funded by the Government of Japan shall not exceed the equivalent of 10,000.00 US dollars. The maximum grant amount under the grant contest funded by the government of Denmark shall not exceed 6,500 EUR (or 7,350.00 USD).

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 grant proposals. It is expected to support at least 260 business projects in total during the period of Agreement.

The administrative costs related to the implementation of the small business grants programme under this TOR must not exceed the total allocated amount of 217,264.00 US dollars. The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

All activities are expected to be delivered within the 11 months period upon the signature of the Agreement. The anticipated implementation period is June 2020 – May 2021. The organizations are requested to submit a clear dynamic plan for achievement of each output within the foreseen timeframe.

V. MONITORING/REPORTING REQUIREMENTS

The Responsible Party shall report to UN RPP on the implementation of the activities and achievement of the outputs, specifically the RP shall provide following narrative and financial reports:

- (i) monthly reports, due within five (5) calendar days after the end of each month (up to 20 pages, single spacing, Myriad Pro font, size 11, English and Ukrainian language);

(ii) final narrative and financial report, due within thirty (30) days after the completion of all the activities including a summary of activities and results, lessons learned and conclusions reflecting the whole implementation period. Data should be disaggregated by gender, age groups and other categories as required by UN RPP (up to 100 pages, single spacing, Myriad Pro font, size 11, English and Ukrainian language);

(iii) weekly operational email reports on current results, implementation and issues of the small business grants programme;

(iv) additional reports related to the activities as may be reasonably required by UN RPP during the implementation period.

Payments to cover administrative (management and operational) costs shall be linked to the outputs and shall be made in several installments as per the schedule stipulated by the Agreement.

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

The reports shall follow the pre-set template agreed with UN RPP that includes both substantial and financial parts and shall be shared with the respective official.

As a quality assurance measure, UN RPP reserves the right to initiate spot-checks of grantees to conduct interviews and receive feedback on the quality of the Responsible Party's work. The Responsible Party shall facilitate the process by presenting UN RPP with all necessary contacts of the grantees 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 independent 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;

VII. EXPERIENCE AND QUALIFICATION REQUIREMENTS

- Non-governmental organization (NGO)/ civil society organization (CSO) officially registered in Ukraine for at least 3 years;

- Experience in the management of grant programmes (at least two grant programmes with a total number of recipients over 150);
- 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 300,000.00;
- Legal status of the organization should enable it to receive UNDP grant pool without the Responsible Party's incurring in tax liabilities.

The Responsible Party must have a team of at least eight members with following roles and required qualifications:

Team Leader/Manager

- Master's (or equivalent) degree in Economy, Public Administration, Law, Management, Entrepreneurship or related field;
- Minimum 5 years of professional experience in project management;
- Minimum 3 years of experience in implementing projects/programmes/provision of grants or credit loans to fund business plans;
- Excellent knowledge of Ukrainian and Russian. At least working level of English.

Entrepreneurship Expert (at least 3 persons)

- Bachelor's (or higher) degree in Economy, Entrepreneurship, Management or related field;
- Minimum 3 years of experience in local economic development or business development;
- Experience in the evaluation of business plans as a part of the grant or loan programmes (proven participation in at least one programme);
- Excellent knowledge of Ukrainian and Russian.

Finance Associate

- 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 or credit loans;
- Minimum 3 years of experience in providing financial / accounting to international technical assistance organizations or other donors/customers;
- Excellent knowledge of Ukrainian and Russian.

Programme Associate

- Bachelor's (or higher) degree in Economy, Public Administration, Entrepreneurship, Management or related field;
- Minimum 3 years of experience in administrative and organizational work;
- Minimum 2 years of experience in working with clients.
- Excellent knowledge of Ukrainian and Russian.

Regional Coordinator (at least 2 persons)

- Bachelor's (or higher) degree in Economy, Entrepreneurship, Management or related field;
- Sound knowledge of business conditions in each of the target regions (Luhansk and Donetsk oblasts);
- Minimum 3 years of experience in local economic development or business development;
- Permanent residence in one of the target regions (Luhansk and Donetsk oblasts);
- Excellent knowledge of Ukrainian and Russian.

VIII. 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 small business grants programme, which should include the following:
 - Communication strategy and plan for dissemination of information about the contest, including cooperation with the media and NGOs, 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 business plans and evaluation procedures;
 - Description of the mechanism of transferring funds to grantees, a prerequisite of which is that no or minimal tax obligations of the grantees shall arise in connection with the grant funds receipt;
 - Procedure for monitoring and evaluation of the business 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 grant funds returning procedure and brief on raised lawsuits within the previous projects and their results;
 - Personal CVs of Project Team, including information about past experience in similar projects / assignments;
 - Quality assurance plan;
 - At least 3 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 amount, supported by a breakdown of costs for each activity.

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

IX. PROPOSED PAYMENT SCHEDULE:

The schedule of payments for the grants administration services 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 linked to activities.

Cleared by:

Volodymyr Lyashchenko, Programme Coordinator,
Economic Recovery and Restoration of Critical Infrastructure
UN Recovery and Peacebuilding Programme

*Volodymyr Lyashchenko*_____

Approved by:

Victor Munteanu, Technical Specialist
UN Recovery and Peacebuilding Programme

*Victor Munteanu*_____

Evaluation criteria

(The CSOs/NGOs that are compliant with minimum evaluation criteria will be passed to technical evaluation)

1. Non-governmental organization (NGO)/ civil society organization (CSO) officially registered in Ukraine for at least 3 years;
2. Experience in the management of grant programmes / provision of credit loans (at least two programmes with total number of recipients over 150);
3. Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts from USD 300,000.00.

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
Total	100%	1000

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 Form 1		Maximum score	NGO/ CSO		
			A	B	C
Experience of the company / organization submitting the proposal					
1.1	Organization (NGO/CSO), officially registered in Ukraine (minimum 3 years – 50 points, 4-5 years – 60 points, 6–7 years- 70 points, 8 years or more – 80 points).	80			
1.2	Experience in the management of grant programmes / provision of credit loans: <ul style="list-style-type: none">- number of successfully implemented programmes: 2 programmes – 50 points, 3 programmes – 60 points, 4 programmes and more – 70 points);- total number of recipients under the implemented programmes: 150-199 people/entities – 50 points, 200-299 people/entities – 60 points, 300 people/entities or more – 70 points.	140			
1.3	Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts:	140			

	<ul style="list-style-type: none"> - \$300,001.00–400,000.00 – 80 points; - \$400,001.00–500,000.00 – 100 points; - \$500,001.00–600,000.00 – 120 points; - \$600,001.00 or more – 140 points. 				
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 business grants programme implementation? <ul style="list-style-type: none">- The proposed communication channels include grants contest web page and at least three additional resources – up to 10 points;- The information strategy envisages at least three press-conferences for each Call for grant proposals in the designated locations – up to 10 points;- Proposed system for response to inquiries from potential applicants oriented to provide prompt feedback and processing of all inquiries – up to 10 points.	30			
2.2	How well developed is a system of feedback and communication with applicants and grantees? <ul style="list-style-type: none">- The approach provides for a telephone hotline and details its method, the schedule and features of its operation – up to 20 points;- 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 – 20 points.	40			
2.3	How well-developed is a proposed approach to the process of evaluation of applications? <ul style="list-style-type: none">- The suggested evaluation system provides three steps described in the specifications and contains a detailed description of the methodology at each stage – up to 20 points;- The methodology for applications evaluation is reasonable and realistic, complies with the competition objectives and allows to assess the application potential – 20 points;- The process of evaluating applications is transparent and impartial, it envisages the involvement of the independent evaluation committee at a final stage (specified composition and ways of attracting	80			

	<p>committee members, spelled assessment methodology and operational procedure of the evaluation committee) – 20 points;</p> <ul style="list-style-type: none"> - The proposed timeframe and logistics for arranging independent professionals/experts is realistic and addressing ToRs requirements – up to 20 points. 				
2.4	<p>How well-developed and robust is the methodology for monitoring and evaluation of implementation of projects having received grants?</p> <ul style="list-style-type: none"> - The proposed monitoring implementation plan has realistic timeframe and logistics arrangements – up to 20 points; - The monitoring and evaluation methodology suggested is realistic, unified for all grantees and is able to analyze progress of grants implementation based on clear evaluation method – up to 20 points; - The proposed monitoring and reporting mechanism shows sufficient capacity of the Responsible Party to provide counseling on reporting issues to grantees – up to 20 points. 	60			
2.5	<p>How well developed and realistic is the mechanism of funds provision to grantors?</p> <ul style="list-style-type: none"> - The mechanism involves the development and signing of agreements with grantors – up to 20 points; - 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 20 points. - The mechanism of providing and receiving the grant does not entail tax liabilities in crediting of funds Responsible Party and entails only minimal tax liabilities for the recipients¹ – up to 20 points 	60			
2.6	<p>How well-developed and realistic is the proposed grant funds returning procedure in case where a grantee violates or does not implement in full scope the terms of the agreement?</p> <ul style="list-style-type: none"> - The proposed procedure ensures monitoring and timely identification of risks of grantees undue performance – up to 15 points; - The mechanism for withdrawal of funds is realistic, based on the legislation of Ukraine and contains references to specific laws, etc. – up to 15 points; 	45			

¹ The proposed mechanism should be in line with the applicable Ukrainian legislation

	<ul style="list-style-type: none"> - The proposed procedure includes mechanism of reallocation of withdrawn funds/assets to other applicants – up to 15 points. 				
2.7	<p>How well-elaborated is the proposed plan of work and suggested timeline?</p> <ul style="list-style-type: none"> - Monthly detailed elaboration of a work plan – 10 points - Weekly detailed elaboration of a work plan – 10 points; - The schedule is realistic and meets the assignment timeframe – 25 points. 	45			
Overall score on Form 2		360			

Assessment of technical proposal Form 3		Maximum score	Company / Other organization		
			A	B	C
Personnel					
	Team Leader/Manager				
3.1	Experience in project management (5 years – 10 points, 6–7 years – 15 points, 8 years and more – 20 points).	20			
3.2	Experience in the implementation of projects / programmes / provision of grants or credit loans to finance business plans (3 years – 15 points, 4–6 years – 20 points, 7 years and more – 25 points).	25			
3.3	Higher education in Economy, Public Administration, Law, Management, Entrepreneurship or related field (Master’s (or equivalent) – 10 points, PhD or higher – 15 points).	15			
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		70			
	Other Experts – Entrepreneurship Expert (at least 3 persons)				
3.5	Experience in local economic development or business development (3 years – 10 points, 4–6 years – 15 points, 7 years or more – 20 points).	20			
3.6	Experience in the evaluation of business plans as a part of the grant or loan programmes (1 programme – 10 points, 2 programmes – 15 points, 3 programmes and more – 20 points).	20			
3.7	Education in Economy, Entrepreneurship, Management or related field (Bachelor’s degree or equivalent – 5 points, Master’s – 10 points, PhD or higher – 15 points).	15			
3.8	Language command (Ukrainian, Russian) – 5 points.	5			
Interim score according to criteria 3.5–3.8		60			
	Other Experts – Finance Associate				
3.9	Experience in financial management in implementing projects / programmes / provision of grants or credit loans (2 years – 5 points, 3–6 years – 10 points, 7 years and more – 15 points).	15			
3.10	Experience in providing financial / accounting to international technical assistance organizations or other donors / customers (3 years – 5 points, 4–5 years – 10 points, 6 years or more – 15 points).	15			
3.11	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 – 5 points, Master’s – 7 points, PhD or higher – 10 points).	10			
3.12	Language command (Ukrainian, Russian) – 5 points	5			

	Interim score according to criteria 3.9–3.12	45			
	Other Experts – Programme Associate				
3.13	Experience in administrative and organizational work (3 years – 5 points, 4–6 years – 10 points, 7 years and more – 15 points).	15			
3.14	Experience in working with clients (2 years – 5 points, 3–5 years – 7 points, 6 years or more – 10 points).	10			
3.15	Higher education in Economy, Public Administration, Entrepreneurship, Management or related field (Bachelor's degree or equivalent – 5 points, Master's – 7 points, PhD or higher – 10 points).	10			
3.16	Language command (Ukrainian, Russian) – 5 points	5			
	Interim score according to criteria 3.13–3.16	40			
	Other Experts – Regional Coordinator (at least 2 persons)				
3.17	Experience in local economic development or business development (3 years – 10 points, 4–6 years – 15 points, 7 years and more – 20 points).	20			
3.18	Sound knowledge of business conditions in the target areas (2 years of experience in the respective region – 10 points, 3–5 years – 15 points, 6 years or more – 20 points).	20			
3.19	Higher education in Economy, Entrepreneurship, Management or related field (Bachelor's degree or equivalent – 10 points, Master's – 15 points, PhD or higher – 20 points).	20			
3.20	Language command (Ukrainian, Russian) – 5 points	5			
	Interim score according to criteria 3.9–3.11	65			
Overall score on Form 3		280			