



CALL FOR PROPOSALS

The purpose of the Call for Expression of Interest is to solicit interest from existing or prospective Implementing Partners that wish to participate in UN-Habitat operation and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as outlined below and subsequently agreed in an Agreement of Cooperation

Building capacities for an inclusive and resilient urban recovery in Ukraine

Purpose of CFP: These Terms of Reference serve the purpose of engaging an Implementing Partner to UN-Habitat to support with technical assistance on capacity building and related activities within the project “Towards inclusive and resilient urban recovery in Ukraine”

Submission Start Date: 11 June 2024

Submission Deadline Date and Time: 30 June 2024

Project Key Information

- UN-Habitat Project title: ‘Towards inclusive and resilient urban recovery in Ukraine’ – building capacities
- Locations
 - Oblast: Kyivska, Dnipropetrovska and Lvivska
 - Town/City/Hromada: 8 hromadas (to be defined)
 - Country: Ukraine
- Anticipated start date: August 2024
- Estimated duration of project in calendar months: January 2025
6 months
- Maximum proposed value in US\$: USD 100,000
- Lead Organization Unit: UN-Habitat Ukraine Country Office

1. Introduction and Background

These Terms of Reference serve the purpose of engaging an Implementing Partner to support UN-Habitat with technical assistance and delivery of capacity building and related activities on local level as part of the “Towards inclusive and resilient urban recovery in Ukraine” project.

1.1 Overview of UN-Habitat

The United Nations Human Settlements Programme (UN-Habitat) is the United Nations programme for human settlements and sustainable urban development. UN-Habitat promotes socially and environmentally sustainable environments, working with partners to build inclusive, safe, resilient, and sustainable cities and communities. UN-Habitat promotes urbanisation as a positive transformative force for people and communities, reducing inequality, discrimination, and poverty. The main objective of UN-Habitat is the promotion of sustainable urbanization as a driver of development and peace, with a view to improving the living conditions of all, in accordance with the Sustainable Development Goals (SDGs) and New Urban Agenda (NUA). Furthermore, UN-Habitat's work aligns with the United Nations' system-wide strategy on sustainable urban development.

UN-Habitat's Strategic Plan focuses on four mutually reinforcing and integrated goals or 'domains of change' namely, 1) reduced spatial inequality and poverty in communities across the urban-rural continuum, 2) enhanced shared prosperity of cities and regions, 3) strengthened climate action and improved urban environments, and 4) effective urban crisis prevention and response.

UN-Habitat has been called upon by its Executive Board to use its tools for urban recovery, including urban profiling, to assess the needs, vulnerabilities and capacities of urban areas and the establishment of urban recovery frameworks in countries newly affected by conflict or disaster.

Further, UN-Habitat in collaboration with the HafenCity University and the United Nations Office of Information and Communications Technology (OICT), has set up a United Nations Innovation Technology Accelerator for Cities ([UNITAC](#)). UNITAC develops digital tools, provides strategic advice and builds the digital capacity of local and national governments, with a focus on data, mapping and visualization, open and transparent digital governance and people-centred smart cities.

1.2 Urban development and recovery in Ukraine

Ukraine is the second largest country in Europe with an estimated population of 41 million in 2022. Around 70% of the population lives in urban areas, with a large concentration around the capital city, Kyiv, as well as in the Donetsk region. Following the full-scale invasion of Ukraine in February 2022, the built environment and critical infrastructure have been severely impacted also causing large humanitarian concerns for millions of civilians, including internally displaced persons and refugees.

The Ukrainian Government (GoU) has a strong ambition to 'build back better', making progress towards the SDGs with a specific focus on addressing climate change. This includes a desire for an overhaul of existing towns and neighbourhoods, which typically are mono-functional with inadequate provision of public space and access to public services and functions. Particular considerations need to be directed towards the changing demographics (including the increased number of people with disabilities) and economics in the country. Regional economic development strategies need to be developed, including approaches for urban and territorial regeneration on local level. Pre-war urbanization trends already included a move from eastern to western regions, now further accelerated by displacement caused by the war. Further assessments establishing the extent and conditions for population returns need to be undertaken to inform and support urban recovery and development work. In addition, the Ukrainian government is revisiting current legislative and regulatory frameworks for urban planning, for an improved and strengthened urban recovery and development process, in particular on local level.

The war has affected the availability of Ukrainian expertise within urban development, including of urban planners and designers. This particularly affects smaller cities and towns, including more recently formed *hromadas*, that often lack expertise and capacity on a number of fronts, in particular in relation to urban development and planning, as well as project design and implementation. This gap especially affects the capacities of small towns and cities in developing and implementing the “*complex recovery programmes*” called for by the government under Law#2254-IX.

Global and regional best practices of urban and territorial development, including urban regeneration, can be used to inspire renewed urban environments of high quality. To embed aspects of social cohesion, heritage and cultural adequacy in the recovery and development process, emphasis should be placed on inclusive, human-centred approaches and practices, for example with inspiration from the [New European Bauhaus](#)

Collectively, this calls for the introduction of a systemic shift in the recovery planning and design of cities, towns and neighbourhoods in Ukraine, while also embedding measures to build capacity within the built environment professions, including urban planning.

1.3 UN-Habitat’s response to Urban Recovery in Ukraine

Country Office

In response to the urban recovery needs, UN-Habitat has established a country office and an Urban Lab in Ukraine to support the Ukrainian government in its recovery efforts. The project “*Towards Inclusive and Resilient Urban Recovery in Ukraine*” aims to contribute to the [Government of Ukraine’s Priority Action Plan 2023](#), launched in March 2023, while also aligning to the [United Nations Ukraine Transitional Framework 2022-2023](#) as well as the ongoing work of the UN Country Team, which is now transitioning from a pure focus on humanitarian action to early recovery activities.

In collaboration with the Ministry for Communities, Territories and Infrastructure Development (hereafter called Ministry for Restoration), UN-Habitat has engaged select regional administrations (Oblasts) and local governments (*hromadas*) for the preparation of urban recovery plans. In addition to supporting the national government with strategic and policy advice to inform recovery and development, UN-Habitat’s technical work on recovery planning targets primarily small- to medium-sized cities and towns (< 100,000 in population). The selection of these municipalities considers, among other things, capacities and resources, level of damages and destruction, capacity of service provision due to the high number of displaced persons (or a combination thereof).

Urban Lab

Through the Urban Lab in Ukraine, UN-Habitat will support participatory urban recovery planning that promotes an effective, inclusive and resilient urban recovery through the creation of an enabling environment. The Kyiv Urban Lab functions as a platform for engagement of local and international expertise and collaborators, addressing solutions for immediate (short-term), medium and long-term (strategic) recovery efforts.

Through its work, the Urban Lab operationalises the SDGs, the New Urban Agenda and other development frameworks into the built environment through localisation, development of strategies for urban transformation, and by bridging the gap between policy and physical implementation. The Urban Lab addresses the complexity of cities and regions’ challenges by developing spatial and non-spatial strategic solutions, through evidence-based data analysis, in partnership with stakeholders, that will ensure sustainable urban development outcomes.

Strengthening capacities forms part of creating the enabling environment needed to promote sustainable, effective, inclusive and resilient urban recovery. Capacity building thus forms a crucial part of UN-Habitat's support to Ukraine, and is expected to be undertaken through various modalities and at various levels, such as through cross-learning initiatives, on-the-job training and tailored capacity building efforts.

Partnership with UNITAC

In parallel, UN-Habitat in collaboration with UNITAC, the United Nations Innovation Technology Accelerator for Cities, is developing digital tools and increased capacity for inclusive, smart and resilient recovery of Ukraine. The two initiatives are closely interlinked, for example in the realm of data generation, management and dissemination, as well as, strengthening institutions for improved urban governance and management.

In summary, UN-Habitat's support towards a sustainable and resilient recovery of urban areas in Ukraine includes the following interlinked components:

- Strategic and policy advice to inform recovery and development;
- Urban profiling of select urban areas;
- Support to the development of strategic urban recovery plans;
- Strengthening of capacity among institutions and stakeholders;
- Development of digital solutions in collaboration with the UNITAC project.

2. Aim, Objective and Scope of the Project

2.1 Overall Objective and anticipated result

Through its various levels of engagement, UN-Habitat aims to create an enabling environment for an effective, inclusive and bottom-up recovery of urban areas, addressing both immediate needs (short-term) as well as incentivising a strategic and transformative change of the built environment (medium-/long term), and thereby contribute to an inclusive, healthy and resilient recovery of Ukrainian cities and towns - 'building back better'. The process of preparing urban recovery plans for select locations will be based on a participatory and consultative approach.

Capacity building and training on local level is a crucial aspect of urban recovery planning to ensure that the medium- and long-term impact of recovery can be sustained. Strengthened capacity aims to empower institutions and key stakeholders by enhancing their skills, knowledge and ability, so that sufficient expertise and proficiency is embedded among institutions, partners and stakeholders to continue efforts to build back better beyond the scope of this particular project.

There is currently a range of support being offered by international development partners to Ukraine. These efforts however risk falling short of achieving sustainable development outcomes if the capacity and know-how to execute recovery and reconstruction plans and initiatives beyond the lifecycles of these projects are not addressed as an equally valuable component. This foundation for longer-term resilience is fundamental to ensuring that Ukraine is able to drive bottom-up recovery within a formulated institutional and policy environment with relevant, supportive financial instruments and acumen to implement.

To achieve this, UN-Habitat aims to first understand the existing gaps and barriers that are present within current approaches and systems, then add value through responsive, tailored capacity building activities to address these challenges. UN-Habitat includes its urban expertise and global best practice experience to enhance the capacities at local level to formulate, plan and implement sustainable and

resilient development that builds back better in an inclusive manner as Ukraine undertakes its post-conflict recovery and reconstruction efforts. The specific objectives are to:

- Enhance skills, knowledge and abilities at different levels (individual, organisational, institutional);
- Foster long-term learning and impact;
- Contribute to a broader body of knowledge.

The anticipated outcomes include enhanced knowledge on identified thematic topics and areas of impact; enhanced skills to replicate, scale-up and implement sustainable, inclusive and green recovery, reconstruction and development with evidence-informed decision-making capacities, and; improved capacity across key stakeholders to collaborate effectively to achieve sustainable, inclusive and green recovery outcomes.

2.2 Geographical scope of the project

The tailored capacity building and training component targets eight (8) hromadas which UN-Habitat will support on urban recovery planning. The targeted hromadas are expected to be those in the central and western parts of the country, and of medium-sized cities and towns (< 100,000 in population), already engaging or willing to engage in recovery planning and thus, away from the frontline.

UN-Habitat has launched part of its technical work on urban recovery in Makariv and Borodianka hromadas, while collaboration with the hromadas in Lvivska and Dnipropetrovska obaksts is in the process of being confirmed. In each of the 3 selected regions, hromadas are geographically adjacent to one another, which offers opportunities for synergies and collaboration around common institutional and/or thematic issues related to urban recovery.

2.3 Technical scope of the project

Building upon UN-Habitat's initial engagements with hromadas, the tailored capacity building and training should be contextualized responding to local needs of each hromada and community that are part of the project. UN-Habitat is at this stage anticipating eight (8) hromadas to be part of the project.

1. Training Needs Assessment

An initial Training Needs Assessment (TNA/ self-evaluation) will be deployed by UN-Habitat for more granular understanding of the specific challenges and needs that the respective hromadas are facing, and to inform on the detailed planning and design of the tailored capacity building and training component, including thematic scope. In addition, it is anticipated that the Implementing Partner for the capacity building component undertake more detailed assessments with each hromada to further refine the thematic focus and content. These are anticipated to be in the form of consultative engagements, market maturity assessments or interviews, amongst others.

2. Planning and Design

The appointed Implementing Partner will use the results of the assessments to design the capacity building activities that are to be delivered for each hromada. These will be aligned with the ongoing recovery planning processes and activities, as well as those of other project partners.

To stimulate a collaborative and interactive training environment, UN-Habitat proposes that a pre-determined number of training sessions per hromada is identified and agreed upon. A dynamic training schedule where one session feeds into another, hence building a momentum is recommended. It is suggested that 8-10 thematic training modules per hromada is developed depending on context and needs. A training module could span over 0,5-1 day.

UN-Habitat anticipates the tailored capacity building and training component to capture at least the following broad indicative thematic areas:

- Approaches and practice of integrated and inclusive urban and territorial planning;
- Principles for resilience, sustainability and circularity;
- Evidence-based design and the effective use of data;
- Governance and collaboration;
- Local Economic Development and Project Finance
- Project development and fund-raising

The above indicative areas are to be agreed upon and the final design of the component, including the thematic areas, will be confirmed in response to the results of all assessments and the needs of each hromada.

3. Delivery

The capacity building activities with all hromadas are expected to be delivered within 6 months and should include the participation of stakeholders at different levels or sectors, including women and youth, as relevant. It is preferred that the tailored capacity building and training component include a variety of training modalities, for example:

- Technical training workshops/sessions
- Management training workshops/sessions
- Action planning workshops/sessions
- Simulation workshops
- City-to-City exchange

4. Monitoring and Evaluation

In addition to the delivery of the defined activities, the appointed Implementing Partner will be expected to monitor the process and extract lessons learned. Surveys or assessments of the sessions held should be used to develop intermittent reports that evaluate the outcomes of the activities. At closure of the tailored capacity building component, a report outlining the learnings, and suggested recommendations must be provided.

2.4 Methodology

The tailored capacity building and training should be designed as a complement and integral component to ongoing urban recovery planning processes for effective and targeted learning. This allows the capacity building and training to feed into and address key issues to strengthen the outcome of the recovery planning process.

Vice versa, the planning process can also identify additional specific needs or issues to be captured and addressed in the capacity building activities. The recovery planning process includes a number of

required workshops, consultations etc., which can be considered for the tailored capacity building and training activities. UN-Habitat expertise can also be brought in as a complement where relevant to the expertise provided by the Implementing Partner. A detailed workplan that establishes these activities within the broader recovery planning process is expected to be developed by the Implementing Partner upon appointment.

The design and delivery of the capacity building activities can be used to encourage collaboration and exchange between hromadas, as a modality to identify potential areas of collaboration and synergies.

To encourage an institutionalisation of the capacity building and training, a minimum number of officials per hromada should be identified to also stimulate collaboration and a co-learning environment. For an effective and interactive learning, the training sessions should preferably be delivered in-person (offline) and target e.g. 3-5 individuals per hromada.

To ensure opportunities for longer-term learning and capacity building, the Implementing Partner is expected to document and analyse the training process, capturing key observations, learnings, outcomes etc.

The service provider is requested to prepare a more detailed approach, methodology and modalities for delivery of the services.

2.5 Workplan and Timing for Project Implementation

UN-Habitat has launched part of the technical workstreams of the project. The experience gained so far will inform on a workplan for the detailed planning, design and delivery of the capacity building component. The tailored capacity building and training component is anticipated to build upon at least the following key phases:

<i>Inception:</i>	Establishment of project team, understanding of context and outcomes from training needs assessment and other needs assessments, detailed planning and design of the capacity building and training component
<i>Implementation:</i>	Delivery of capacity building activities across the 8 hromadas
<i>Knowledge management</i>	Continuous documentation and evaluation of lessons learnt (MEAL), to be consolidated in final substantive report.
<i>Closure</i>	Exit strategy for sustainability and project reporting (narrative and financial)

The following indicative timeframe can be anticipated for delivery of the capacity building activities:

	August	September	October	November	December	January
Inception	■					
Needs assessment	■					
Planning and Design	■					
Implementation						
Sequence X8 hromadas		■	■	■	■	■
Knowledge Management		■	■	■	■	■
Closure						■

The applicant is invited to propose a detailed or alternative setup for delivery of the capacity building and training programme, including its components.

3. Proposal for Implementation of the Services

3.1 Types of Services to be provided by the Implementing Partner

UN-Habitat is seeking to engage an Implementing Partner (IP) to provide technical support for planning, design and delivery of the capacity building and training component within UN-Habitat’s urban recovery project. The Implementing Partner will collaborate closely with UN-Habitat’s team, and specifically the Urban Lab in Ukraine (e.g. on recovery planning), for the duration of the overall project. The technical assistance will include but is not limited to the following activities:

- Undertake high-level desk-top review of previous/ongoing capacity building initiatives to inform to inform the capacity building and training component;
- Assessment of capacity needs in selected hromadas, building upon UN-Habitat’s Training Needs Assessment (TNA) and coupled with supplementary outreach activities (e.g. interviews) to inform the capacity building and training component on local level;
- Plan and design the approach, methodology and scope for a tailored capacity building and training programme targeting 8 hromadas;
- Prepare training material and schedule for delivery of the capacity building and training programme;
- Identification of target group/s within each hromada;
- Delivery of the tailored capacity building and training programme across the 8 hromadas, according to the agreed training schedule and aligned to the ongoing urban recovery planning processes in the respective hromadas;
- Establish and implement a mechanism for Monitoring, Evaluation, Assessment and Learning (MEAL) through out the project cycle;
- Consolidate findings and learnings from the capacity building and training programme into a short substantive report, highlighting successes, challenges, key issues, opportunities for future learnings etc.

The final approach, methodology, activities and definition of scope to be agreed upon between UN-Habitat and the Implementing Partner, once the selected partner is on board.

3.2 Personnel and Resource Requirements

Delivery of the services will require the deployment of expertise throughout the process. The Implementing Partner is requested to propose a deployment plan that ensures that the services can be delivered to quality and within the set timeframe, keeping in mind the complexities of the environment and the intentions for a dynamic schedule.

The Implementing Partner should propose a team of experts that can be deployed to implementation of the project, including the planning and design, delivery and reporting. The Implementing Partner could also consider deploying an expert to UN-Habitat's Urban Lab in Kyiv to facilitate close collaboration with UN-Habitat's experts.

The Implementing Partner is requested to specify the following in their resource proposal, including demonstration of relevant experience from similar assignments within or beyond Ukraine:

- Team lead/focal point for the collaboration with UN-Habitat;
- Technical lead for capacity building component (if other than the Team Lead)
- Expertise required to cover the proposed training content/scope, who should have demonstrated previous experience from delivering capacity building activities
- Expertise on knowledge management (if other than any of the above)
- Expertise on monitoring, evaluation and learning (if other than any of the above)
- Other additional expertise as proposed by the Implementing Partner for delivery of the services.

The working language of UN-Habitat's project in Ukraine is English which will be used for all communication with UN-Habitat, including agreements, planning, delivery and follow up of activities. Further, reporting of activities including final report should be done in English. However, for delivery of some capacity building interventions and activities on local level, the Implementing Partner can deploy capacity building experts speaking Ukrainian. Should any training components be delivered in the English language, interpretation should be provided at the cost of the Implementing Partner. The implementing partner is expected to take responsibility in the organisation of all logistical, catering or similar requirements that may be needed.

3.3 Methodology and Workplan

Aligned to the overall methodology, scope and workstreams as outlined for the project under section 2, the Implementing Partner selected to support UN-Habitat on the capacity building component is requested to propose an approach, methodology and workplan for implementation of the services. The proposed methodology should align to the scope and workstreams of the overall project, and in particular to the technical assistance in preparing urban recovery plans for the eight (8) hromadas.

The proposal should indicate a starting date of August 1, 2024 (or alternative date depending on availability and capacity), and the proposed workplan should indicate how individual sub-components of the capacity building component can be staggered and/or phased.

The workplan proposed by the Implementing Partner should include at least the following phases and components:

- Inception phase (organisation and establishment of project team, analyse and undertake complementary capacity needs assessment, further refinement in planning and design for the training, refinement of workplan and training schedule for delivery of the services etc);
- Delivery of tailored capacity building for 8 hromadas;

- Timing and phasing of work;
- Alignment to urban recovery planning and urban data platform development;
- Knowledge management;
- Reporting.

3.4 Risk Assessment

Delivery of the services would need to consider potential risks and influence from external factors that impact on delivery of the services. The Implementing Partner is requested to assess and outline such potential risks associated with delivery of the services, including risk mitigation measures. Some of the risks could include, but is not limited to:

- Escalation of the war/aggression in the country impacting on capacity to engage in the project;
- Direct impact of the war/aggression in select municipalities, or restricted access to the same municipalities due to impacts from the war/aggression;
- Rotation of staff within the Implementing Partner and/or within select hromadas/ stakeholders affecting their capacity to engage;
- Political interference in delivery of the services in select geographical areas;
- Unexpected lack of internal capacity to deliver the services.

3.5 Budget

The Implementing Partner is requested to propose a budget for implementation of the services. The budget should be specified according to identified sub-components / workstreams as well as consider a phasing of the services. The budget can consider the following budgetary components, amongst others:

- Staff and other personnel costs;
- Supplies, commodities, materials;
- Equipment, vehicles and furniture (including depreciation);
- Contractual services;
- Travel;
- General operating and other direct costs;

4. Eligibility Criteria

Criteria	Submission Details/ Documents Required
Legal Status	<ul style="list-style-type: none"> • Certificate of registration/incorporation i.e., • Proof of registration in Country of Origin. • Proof of registration of Country of operation • Proof of country operational presence
Organization profile and details	<ul style="list-style-type: none"> • Clear organization profile and structure of the organization indicating: <ul style="list-style-type: none"> ○ Organization’s vision, mission and objectives ○ Management structure ○ Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent document ○ Proof of membership to professional associations if any.

Financial Capacity	<ul style="list-style-type: none"> Audited company financial statements (balance sheet and income statement) and auditors report for the last two years
Exclusive bank account	<ul style="list-style-type: none"> Is the organization willing and able to have a separate bank account for the funds provided by UN-Habitat?
Integrity and Governance	<ul style="list-style-type: none"> The organization should complete and submit a signed Partner Declaration Form Link for download: https://t.ly/xmmYt Provide the profiles of the Chairperson of the Board of Directors, Head of the Organization and Chief of Finance

5. Selection Criteria

Criteria	Submission Details / Documents Required
1. Technical capacity	Weighting 25%
<p>1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project?</p> <ul style="list-style-type: none"> Has it managed in the past projects of similar technical complexities and financial size? Is the project linked with the core business of the Implementing Partner? Does it have recognized, and externally validated expertise in planning and delivery of capacity building programmes and activities in Ukraine; as well as a well documented experience in project implementation in Ukraine. Does it have an externally validated reputation for independence, integrity, objectivity, and analytical rigor? 	<ul style="list-style-type: none"> List of projects executed in the last 2 years (value, location, donors, nature of projects, execution stage – completed or ongoing). Demonstrate how the experiences in past projects are relevant in the execution of the current proposal References from past donors
<p>1.2 Does the organization have qualified technical staff with the experience and the technical skills required by the project?</p> <ul style="list-style-type: none"> What is the staff size, type, qualification and education background? 	<ul style="list-style-type: none"> CVs of key management staff, technical and non-technical staff that will be involved on the project How many technical staff do you have in the concerned Country for implementing the project? Is there reasonable assurance that such technical staff required by the project will continue to be available as needed in the Project?
<p>1.3 Does the organization have a clear and strong link with an identifiable constituency relevant to the targeted population of the project?</p> <ul style="list-style-type: none"> Does it have the ability to impact on the targeted population and on the issues? Does it have strong presence in the field and for how 	<ul style="list-style-type: none"> Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted population.

<p>long?</p> <ul style="list-style-type: none"> Does it have adequate capacity to work in key areas/regions where the proposed field activities will be implemented? 	
<p>1.4 Does the organization possess adequate physical facilities, office equipment, transport, etc. to implement the activities?</p>	<ul style="list-style-type: none"> Provide location and list of office facilities, vehicles and office equipment locally available to implement the project.
<p>1.5 Does the organization have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures...)</p>	<ul style="list-style-type: none"> Provide formal project monitoring policies and procedures
<p>2. Financial and administrative capacity</p>	<p>Weighting 15%</p>
<p>2.1 Has the organization been in operation over a period of at least 2 years to demonstrate its financial sustainability and relevance?</p>	<ul style="list-style-type: none"> State the years of operation Financial statements for the last 2 years
<p>2.2 Does the organization have qualified staff in Finance?</p> <ul style="list-style-type: none"> Is the current accounting system computerized and does have the capacity to collect and provide separate financial reports on the activities executed under the Agreement of Cooperation? Does it have systems and practices to monitor and report whether the project deliverables and expenditures are within agreed time and budget? Does it have minimum segregation of duties in place (separation between project management, finance/accounting and executive office) 	<ul style="list-style-type: none"> CVs of key finance and accounting staff Description and key features and controls of the accounting system used Organization structure/ Organogram
<p>2.3 Does the organization have the capacity to procure goods and services on a transparent and competitive basis? (if applicable) check for procurement unit with experienced staff</p>	<ul style="list-style-type: none"> Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally.
<p>2.4 Does the organization have formal procedures and controls to mitigate fraud such as multiple signature signatories on bank accounts, reporting and prosecution of incidences of fraud?</p>	<ul style="list-style-type: none"> Describe anti-fraud controls and provide formal procedures
<p>2.5 Does the organization have capacity to provide in-kind, financial, personnel contribution as UN-Habitat Implementing Partner in this present project? Please give details of contribution nature and size.</p>	<ul style="list-style-type: none"> Describe nature and value of contribution (in-kind or cash)
<p>3. Financial Proposal</p>	<p>Weighting 30%</p>
<p>3.1 Is the budget for each component of the activity to be performed by the Implementing Partner</p> <ul style="list-style-type: none"> (i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/over estimation) (ii) justifiable/well supported and (iii) accurate and complete 	<ul style="list-style-type: none"> Budget Proposal <i>Template for the budget proposal: https://t.ly/afPax</i> Other supporting documents
<p>4. Technical Proposal</p>	<p>Weighting 30%</p>
<p>4.1 The technical proposal is sound and responds adequately</p>	<ul style="list-style-type: none"> Technical Proposal document

to the specifications and requirements?	<i>Template for the technical proposal: https://t.ly/9ZCkm</i>
Cumulative score for ratios	100%

5. How to Apply

Electronic Submission

- For more information, please contact unhabitat-ukraine@un.org
- The proposal must be delivered in electronic format no later than **30 June 2024 17:00 hrs (CET)** to the e-mail address: **unhabitat-ukraine@un.org**
- Format: PDF files only. Zip, RAR and JPEG files must not be used. Proposers should check the attachment format prior to submissions. UN-Habitat will not be responsible if attachments are in other formats that cannot be opened without additional software.
- Maximum file size per transmission is 5MB per transmission. There is no restriction on the number of files sent but each transmission must be labelled, for example, 1 of 2.

Notes:

1. Interested Organizations must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc).
2. The RFP and accompanying documents must be received in accordance with instructions provided.
3. RFP from applicants failing to provide the complete information to fulfill the basic eligibility criteria will be considered non-responsive.
4. RFP received after the above deadline will not be considered
5. RFP from applicants failing to provide the requested information will be disregarded.
6. This RFP does not entail any commitment on the part of UN-Habitat, either financial or otherwise. UN-Habitat reserves the right to accept or reject any or all EOI without incurring any obligation to inform the affected applicant(s) of the grounds.
7. All prices must be in USD