



REQUEST FOR PROPOSALS (RFP)

The purpose of the Request for Proposals 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

Call for thematic papers towards inclusive and resilient urban recovery in Ukraine

Submission Start Date: 3 January 2025
Submission Deadline Date and Time: 17 January 2025

Project Key Information

UN-Habitat Project title: 'Towards inclusive and resilient urban recovery'
Anticipated start date: February 2025
End date: March 2025
Duration in calendar months: 2 months
Maximum proposed value in US\$: USD 15,000 max. per thematic paper
Lead Organization Unit: UN-Habitat Ukraine Country Office

1. Background

These Terms of Reference outline the engagement of one or more Implementing Partners to support UN-Habitat in enhancing knowledge on housing, land and property, planning, municipal infrastructure and services, municipal government, built environment professionals and education, EU accession, decentralisation and recovery, citizenship, relevant to Ukraine's built environment. This will be achieved through the development of nine thematic papers.

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). More information is available here: <https://unhabitat.org/>

1.2 Introduction to the project

Following the full-scale invasion of Ukraine in February 2022, the built environment and critical infrastructure in Ukraine 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. Considerations need to be directed towards the changing demographics (including rapid aging and the increased number of people with disabilities) and economics in the country. National, regional and local economic development strategies need to be developed and implemented, including approaches for urban and territorial regeneration on local level. A sustainable reconstruction of Ukraine 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.

The war has affected the availability of Ukrainian expertise within urban development, which was already scarce before the war, increasing the risk to jeopardise the ambition of Ukraine to Building Back Better. While several organisations have emerged to support the development of capacities in Ukraine on urban and territorial development and management, the access to knowledge and best practises on these issues is still limited.

The project aims at providing contextual analysis on urban related issues in Ukraine, to better inform decision makers, and enhance knowledge and expertise of Ukrainian stakeholders engaged in the urban recovery and reconstruction efforts.

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

In response to the urban recovery needs, UN-Habitat has established a country office 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 ongoing recovery and reconstruction efforts of the Government of Ukraine.

UN-Habitat collaborates with the Ministry for Communities and Territories Development, providing strategic and policy advice to inform recovery and development. UN-Habitat has also established an Urban Lab in Ukraine, to support participatory urban recovery planning that promotes an effective, inclusive and resilient urban recovery through the creation of an enabling environment. The 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.

UN-Habitat also ambitions to support the establishment of an Urban Recovery Framework (URF) at the national level, as a key tool to create an enabling environment for urban recovery. The URF aims at facilitating the implementation of immediate and medium-term urban recovery interventions while laying the foundations for long-term resilience, based on diagnostics of key areas for urban recovery, including capacities for urban planning and built environment management, regulatory frameworks for recovery and reconstruction planning, housing, Housing, Land and Property rights, multi-level governance systems, smart cities and digital governance. The thematic papers for this call will directly contribute to the development of the URF by providing in-depth sectorial analyses, technical support, and insights to refine the framework's approach and ensure its comprehensive application across urban recovery efforts.

2. Proposed project

UN-Habitat invites proposals from not-for-profit organizations and public institutions to draft thematic papers on nine distinct topics related to Ukraine's built environment. These papers should provide insightful, well-researched, and contextually relevant analyses that can enhance understanding of Ukraine's current situation, inform policy decisions and contribute to academic discourse on the country's challenges and opportunities.

Each paper should aim to:

- Contribute to an informed understanding of Ukraine's context.
- Foster dialogue around Ukraine's future in the face of its ongoing challenges.

The targeted audience for the project encompasses all stakeholders involved in recovery and reconstruction efforts in urban areas in Ukraine. This includes, but is not limited to:

- National, regional and local governments;
- Practitioners and professionals;
- National and international organisations;
- General public.

The project aims at increasing the availability and accessibility of knowledge in nine distinct topics, relevant to the Ukrainian built environment, following the below principles:

- **Accessibility:** The papers should be written in clear, jargon free language, ensuring they are accessible to both experts and general audiences. Furthermore, all deliverables should be made accessible free of charge (e.g. published on the UN-Habitat website).
- **Contextualization:** The papers should be rooted in the Ukrainian context, drawing on recent developments, historical insights, and current trends. References to international experience should be used only if relevant to inform interventions in Ukraine.
- **Inclusivity:** The papers should recognise the experiences of marginalised or underrepresented groups within Ukraine. These include women, youth, older persons, persons with disability, veterans, Roma community, among others.

UN-Habitat requests that proposals align with one or more of the following themes. The sub-topics are indicative, and there is flexibility for further discussion and adaptation within the proposals.

Topic 1: Housing

- Historical context
- Household patterns (demographics, rural, urban, aging, multi-generational)
- Typologies of housing (house/apartment plans, standards), typologies of buildings, contexts of typologies
- Settlement pattern/ urban form, densities, street/object
- Private, semiprivate, shared open space, common areas and facilities, public amenity
- Implications for ownership
- Implications for infrastructure, services, and their management
- Implications for construction
- Implications for adaptation, diversity, autonomy
- Universal access, elderly, disability, wraparound and support services
- Repair, retrofit, upgrade, regeneration of the housing stock, design and feasibility issues in various typologies and contexts.
- Values, influences, culture, priorities, aspirations

Topic 2: Land and Property

- Historical context
- Land registry/cadastré, involved authorities
- Property registry, state, private collective
- Status of housing, municipal, public, private
- Ownership, acquisition, disposal, eminent domain
- Privatisation process
- Public private partnerships
- Individual, condominium, management systems of collective
- Vacancy, dereliction, danger and demolition
- Rights, responsibilities, taxes
- Mortgages, property related
- Insurance sector, commercial, risks

Topic 3: Planning: how does planning work in Ukraine?

- Historical context
- Urban form: Pre Soviet, Soviet, Post Soviet, villages, small towns, larger towns, cities
- Processes: industrial development, transportation, urbanization, residential development, services
- Evolution of planning thinking, values, influences
- Planning systems and governance (central, local, forward planning, development control, compliance, state/private, direct/enabling, public participation, from control to clientelism)
- Planning legislation, policies, instruments, processes, how is regulation developed or applied, compliance, e-planning

- Expertise and the preparation of plans (state/consulting, cartography/GIS/diagnostic/strategic/, staffing and role of Local Self-Governments)
- Data, digitisation
- Spatial planning, urban planning, strategy, development planning
- Demographics, migration, urbanization, shrinking and growing
- Economic development, old and new industries, services
- European trends/ similarities / differences

Topic 4: Municipal Infrastructure and Services (residential related infrastructures)

- Historical context
- Typical systems in different settlement contexts (rural, villages, towns, cities, older/newer: specifications, conditions, planning, installation, operation and maintenance, management, lifespan, capacity, efficiency, viability and financing of infrastructure and services)
- Water supply, including source and transportation, water treatment, storage, quality control
- Drainage: rain and storm water management, catchment management, environmental standards, pollution
- Sewerage: collection, treatment, disposal, on site treatment
- Solid waste management, collection, treatment, disposal
- Energy systems, supply, storage, distribution, gas, electricity, district heating, facilities such as lifts, combined heat and power, lighting
- Circulation and transportation: roads, rail, etc.
- Munitions, safety, demining, decontamination
- Demolition, debris management, disposal, treatment, reuse

(NB: services excl. healthcare, education, childcare, etc.)

Topic 5: Municipal Government

- Historical context
- Structures and relationships (national, *oblast*, *hromada*, *sub hromada*)
- Types and differences (large, small, rural, urban, large urban, occupied areas, damaged areas, IDP hosting areas, richer/poorer areas, other factors, cultural etc.)
- Local government associations and platforms, unions etc. (City to City Cooperation, exchange etc)
- Roles and responsibilities, service provision, functionality, direction, oversight, support
- Resources: premises, assets and liabilities, property, divestment, functionality
- Human resources (staffing, recruitment, organigram, terms of reference, functionality, consultants, capacity development)
- Local elected officials (process)
- Interaction with communities, citizens, stakeholders, communication channels
- Conflict, martial law, adaptation, humanitarian response
- E-governance, E-services, data, digitisation, transparency

- Financial management, budgeting, procurement
- Local Self-Government involvement in recovery planning and implementation

Topic 6: Built Environment Professionals and Education

- Historical context
- Definition and regulation of disciplines (architect, urban planner, civil engineer, etc.)
- Professional bodies, unions, guilds, structures, roles and responsibilities, capacities, activities, relationships with international professional bodies, challenges, priorities and perspectives for practice
- Third level education, undergraduate and postgraduate, public and private, capacity, curricula, regulation, challenges, priorities and perspectives
- Exchange and support programmes, professional bodies, educational institutions, etc.
- Continued professional development, education and upskilling, through professional bodies and practice, through third level education, through government and civil society initiatives, aim, scope, modalities, challenges, priorities and perspectives for Continuous Professional Development (CPD)
- Conflict impacts, interruptions to/constraints on education, restrictions/conscription, interruptions in employment/practice, construction sector reductions, alternative practice/humanitarian
- Built environment professionals response to the conflict, continuing democratisation, EU accession
- Diaspora, remote practice, upskilling and exposure, education and practice

Topic 7: EU Accession: Urban and Building

- Historical context
- Institutional structures
- Status of binding and advisory, process of compliance, adoption etc. Guiding policies and programmes: Green New Deal, New Leipzig Charter etc.
- Implications of EU accession for:
 - land regulations and administration, land use planning, environmental regulations
 - urban governance and administration
 - urban planning and development, standards, guidance, practices
 - urban services, standards, operation, management
 - architecture, standards, guidance for building design, building services and performance.
 - construction standards, guidance, construction management, materials, etc.
 - reconstruction: demolition, debris, asbestos, retrofit, disability
- Implications of EU accession for built environment professional practice, regulation
- Implications of EU accession for built environment education, 3rd level, Continuous Professional Development (CPD)

- Ukraine compliance with or adoption of other / global policies and guidance related to urban and built environment? NUA, SDG, etc.

Topic 8: Decentralisation and Recovery: Local Recovery Planning

- Historical context
- Guiding principles, references, approaches
- Democratisation, Decentralisation and Local Self-Government development 1990/2014-2022+
- Recovery planning, participatory planning, urban forum, CSOs 2014-
- Stakeholders, major programmes and platforms, resources, links
- Lessons learned, issues, constraints, achievements
- Complementarities, challenges, prospects

Topic 9: Citizenship: Urban Future

- Historical context
- Citizen status, rights and responsibilities, laws, taxes
- Access to information, municipal communications, regulatory, public, right to information, obligation to inform, formats, scope, transparency, e-government
- Representation, *starostas*, committees, business, CSOs
- Service providers (state/semi state/private), schools, health, water, waste,
- Groups formal and informal, self-organised, guilds, unions, chambers of commerce, residents' groups
- Associations, artists, culture, heritage, sport,
- Interest groups, young people, elderly, veterans, women, IDPs, diaspora
- Who explains the city and how? Municipal/urban professionals, lawyers
- Who reports the city and how? how, media, social media
- Who discusses the city and how? fora, channels, in person processes
- Lessons learned from above
- Examples from above
- Links to sources /resources from above
- Constraints, challenges, issues, potential, opportunities

The papers should be between 15 and 20 pages (excluding illustrations, references and appendices), typed in 12-point Roboto, with 1.5 line spacing. On top of the 15-20 pages, each paper should include a cover page with the title, author(s), and contact details; a one-page summary; and a final page with key takeaways, including the limits of the paper's research and areas for further investigation. The papers will be prepared in English and ideally in Ukrainian as well.

In addition to the deliverables, the appointed Implementing Partner(s) will be required to:

- Attend regular progress review meetings with UN-Habitat
- Deliver a monthly progress report, a final progress report and a financial report

An **information session** will be held via Teams during the week of January 6th.

Interested parties can confirm their interest in participating in the information session, by filling out this form: <https://forms.office.com/e/C60HzfXKPe>

3. Request for Proposals

UN-Habitat invites proposals for the design and delivery of the activities described above. **Proposals for one, several or all thematic papers will be accepted.**

The proposals should contain, but not limited to, the following:

1. Overall experience of the organisation in the area of interest;
2. A conceptual proposal on how the organization plans to develop the paper(s), including:
 - a. A description of the proposed deliverables to be developed;
 - b. A description of how it will be developed;
 - c. A timeline for the proposed deliverables;
3. The support/contribution the organization is willing to make including, cash and in kind (contribution in terms of staff time, office space and equipment and other support in cash and in-kind should be expressed in monetary terms);
4. A certified true copy of the original Audited Account Statement for the last two years and latest annual report; and
5. Governance and organizational structure; experience and qualifications of key professional staff and infrastructure facilities of the organization.

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(s) (if other than the Team Lead),
- Expertise required to cover one or more themes,
- 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 should be done in English. The key deliverables will be prepared in English and ideally in Ukrainian as well.

The 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:

- Rotation of staff within the Implementing Partner and/or within selected municipality/ stakeholders affecting their capacity to engage;
- Unexpected lack of internal capacity to deliver the services.

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;
- Contractual services;
- 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 in 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
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 <p>Link for download: https://t.ly/xmmYt</p>

5. Selection Criteria

Criteria	Submission Details / Documents Required
1. Technical capacity	Weighting 25%
1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project? <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 the production of research/ knowledge products 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
1.2 Does the organization have qualified technical staff with the experience and the technical skills required by the project?	<ul style="list-style-type: none"> • CVs of key management staff, technical and non-technical staff

<ul style="list-style-type: none"> • What is the staff size, type, qualification and education background? 	<p>that will be involved in the project</p> <ul style="list-style-type: none"> • 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 audience 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 long? 	<ul style="list-style-type: none"> • Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted audience.
<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

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.	<ul style="list-style-type: none"> Describe nature and value of contribution (in-kind or cash)
3. Financial Proposal	Weighting 30%
3.1 Is the budget for each component of the activity to be performed by the Implementing Partner (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 <p><i>Template for the budget proposal:</i> https://t.ly/afPax</p> <p>Other supporting documents</p>
4. Technical Proposal	Weighting 30%
4.1 The technical proposal is sound and responds adequately to the specifications and requirements?	<ul style="list-style-type: none"> Technical Proposal document <p><i>Template for the technical proposal:</i> https://t.ly/9ZCkm</p>
Cumulative score for ratios	100%

6. 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 **17 January 2025 17.00 hrs (EET)** 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:

- 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.).
- The proposals and accompanying documents must be received in accordance with the instructions provided.
- Proposals from applicants failing to provide the complete information to fulfill the basic eligibility criteria will be considered non-responsive.
- Proposals received after the above deadline will not be considered
- Proposals from applicants failing to provide the requested information will be disregarded.
- 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 proposals without incurring any obligation to inform the affected applicant(s) of the grounds.
- All prices must be in USD.

8. This call is specifically for organizations. Individuals interested in applying should refer to the separate request for proposals intended for individuals, published on UN-Habitat website (for more information, please contact unhabitat-ukraine@un.org).