REQUEST FOR PROPOSALS (RFP)

NOTE: Reference is made to the Request for Proposals (RFP) that expired on 31st July 2025.

For technical reasons, the terms of the project have changed.

Applicants who submitted a proposal in the previous call are invited to review and resubmit their proposal.

New applicants are also invited to submit a proposal.

The purpose of 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 proposals for the project: Strengthening local capacities on housing and urban recovery/development in Ukraine

Submission Start Date:	16 September 2025
Submission Deadline Date and Time:	25th September 2025, 16:00 EET

Project Key Information

UN-Habitat Project title:	'Towards inclusive and resilient urban recovery'
Anticipated start date	October 2025
End date	December 2025
Duration in calendar months:	3 months
Maximum proposed value in US$:	max. USD 50,000
Lead Organization Unit:	UN-Habitat Ukraine Country Office

1. Background

These Terms of Reference outline the engagement of an Implementing Partner to support UN-Habitat efforts to strengthen capacities of representatives of local state administrations and local self-governments officials, in designing and implementing effective recovery projects through advanced training on housing and urban development policies.

The activities will comprise the design and delivery of a course on housing and urban recovery/development, to be delivered to local governments in three regions: Kyivska, Lvivska and Poltavska oblasts.

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. Particular considerations need to be directed towards the changing demographics (including 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 at all levels of the government, including on housing and urban development.

The war has been deeply affecting the built environment in urban areas, and more particularly the housing sector. According to the RDNA4 as of end of 2024, 13% of the housing stock has been damaged or destroyed, increasing the pressure on a sector already under stress due to the large-scale displacement of population since February 2022. Local governments are at the forefront of the housing crisis, to provide solutions to both internal displaced people and host communities. However, they often lack awareness and knowledge regarding housing rights,

housing solutions and existing mechanisms available for participation in housing-related and urban development decision-making, both at local and national level, where the government of Ukraine is engaging in a deep reform of the housing code.

The project aims at strengthening the knowledge and skills of local and regional governments in sustainable housing and urban development, ensuring stronger governance in the housing sector in Ukraine.

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 promotes 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.

2. Proposed project

UN-Habitat invites proposals from not-for-profit organizations and public institutions to develop and deploy a capacity development programme for local governments, in the area of housing and urban development. The programme should equip local governments with a better understanding of housing and urban development regulations, mechanisms and solutions, allowing them to better respond to recovery needs at local level and to participate in housing policy discussions at national level. The project also aims at supporting regional administrations in their coordination role of recovery discussions and interventions.

This initiative includes two components: (1) developing **a capacity development programme related to housing and urban recovery/development, including training materials** and (2) **piloting the programme in three regions**, to draw lessons learned, revise and improve the programme.

The objective is to support Ukraine's ongoing and future urban recovery and reconstruction efforts while strengthening the role of sub-national authorities in the recovery and reconstruction interventions and discussions.

The targeted audience for the project encompasses representatives of local self-governments from the regions of Lvivska, Kyivska and Poltavska oblasts, as well as administrators from the regional administrations. At least one representative per hromada and per oblast administration in the targeted regions should attend the training.

The programme should provide Local Self Governments with increased knowledge and understanding in the following areas:

- Urban planning, urban recovery/development and construction – legislation, policies, tools and good practises
- Housing policies, regulations, mechanisms, good practises
- Financing mechanisms for recovery in urban areas
- Overview of the ongoing discussions on urban planning and housing in Ukraine.

The training should propose a balanced approach between lectures from experts and active participation from the audience, through sharing of experience and good practices.

The project aims at increasing the knowledge and skills of local self-governments on housing and urban development following the below principles:

- **Accessibility:** The course and its manual should be made accessible free of charge and in Ukrainian language to the participants. All costs related to the participation in the training sessions should be covered for the participants. Training venues should be accessible and inclusive.
- **Contextualization:** the deliverables must be relevant to the context of Ukraine. International experience should be used to inform interventions in Ukraine. It is recommended to draw on the UN-Habitat global guidelines on housing and urban development yet ensure that the information is reviewed and adapted to the specific context of Ukraine.
- **Sustainability**: the deliverables must promote socially, environmentally and economically sustainable approaches, supporting the short-term recovery activities as well as the long-term reconstruction efforts, aligning with the “Build Back Better” and “Leaving No One Behind” principles. The deliverables are to be aligned with Sustainable Development Goal 11, to promote universal access to safe, inclusive, accessible, green public spaces.
- **Inclusivity**: the deliverables should promote inclusive approaches to housing and urban development, ensuring that the needs of all groups, including those at risk of vulnerability, are considered. These include women, youth, older persons, persons with disability, veterans, Roma community, among others.

UN-Habitat requests that the deliverables consist of the following:

1. **Develop a capacity development programme, on housing and urban recovery/development**, including:
    a. Development of a training plan to cover all the municipalities of the 3 regions over the period of the project (1 report in English and in Ukrainian);
    b. Development of training materials for the participants, in Ukrainian language (1 manual).

2. **Pilot the capacity development programme** in three regions: Kyivska, Lvivska and Poltavska oblasts. The deliverables should include:

a. Organisation of the training sessions at regional level, in coordination with the regional administration (min 1 training session summary in Ukrainian per region and 1 training report per session in English);
b. Monitoring and evaluation of the capacity development programme, after each session (1 assessment tool/methodology and 1 assessment & lessons learned report in English).

3. **Other products**: Submissions can include proposals of additional deliverables, in alignment with the above listed principles and within the available budget allocated to the project.

Important note: given the short period of implementation for the project, proposals covering the course for at least 2 regions will be considered. The request to reduce the scope should be thoroughly justified in the proposal.

The proposal may outline suggestions of direct collaboration with or contribution from UN-Habitat and the Ukraine Urban Lab in the delivery of the training programme.

All deliverables should be submitted to UN-Habitat for review and validation. The workplans should incorporate sufficient time for the review and validation process.

In addition to the deliverables, the appointed Implementing Partner 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
- Collaborating with UN-Habitat to develop social media posts aimed at increasing the visibility and outreach of the deliverables

3. Proposals

UN-Habitat invites proposals for the design and delivery of the activities described above.

Proposals should include the documents listed below. It is requested that the same numbering system is used in the proposal, to facilitate the assessment of the submissions:

01. Certificate of registration, both in country of origin and in country of operation;
02. Certified true copy of proof of non-Profit;
03. Clear organisation profile and structure of the organisation indicating:
  - Organisation's vision, mission and objectives;
  - Management structure;
  - Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent.

04. The organisation's constitution and/or by-laws;
05. The organisation's latest annual report;
06. A certified true copy of the original Audited Account Statement for the last two years and latest annual report;
07. A completed and signed Partner Declaration Form: **https://t.ly/xmmYt**

8. The list of projects executed in the last 2 years, completed or ongoing;
9. References from past donors;
10. CVs of management staff, technical and non-technical staff, finance and accounting staff that will be involved in the project;
11. The organisation's project monitoring policies and procedures;
12. The organisation's procurement policies and procedures;
13. The organisation's anti-fraud policy and procedures;
14. A budget proposal: **https://t.ly/afPAx**
    - The budget should be specified according to the template's sub-categories;
    - The budget proposal should indicate 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).
15. A technical proposal: **https://t.ly/U_lxk**
    Please ensure that all questions from the template are addressed & relevant documentation is provided.
    - A description of the proposed deliverables to be developed;
    - A description of how it will be developed;
    - A timeline for the proposed deliverables.

The Implementing Partner is requested to specify the following in their 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 the activities;
- Other additional expertise as proposed by the Implementing Partner for delivery of the services.

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 stakeholders affecting their capacity to engage;
- Unexpected lack of internal capacity to deliver 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 either in English or in Ukrainian, as specified above.

Proposals should also indicate the organisation's willingness and possibility to have a separate bank account for the funds provided by UN-Habitat.

4. Eligibility Criteria

Criteria	Submission Details/ Documents Required

Legal Status	• Certificate of registration/incorporation i.e., • Certified true copy of proof of non-Profit • Proof of registration in Country of Origin. • Proof of registration in Country of operation • Proof of country operational presence

Organization profile and details	• The organization's latest annual report;
	• The organisation's constitutions and/or by laws
	• Clear organization profile and structure of the organization indicating:
	  ○ 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	• Audited company financial statements (balance sheet and income statement) and auditors report for the last two years
Exclusive bank account	• Is the organization willing and able to have a separate bank account for the funds provided by UN-Habitat?
Integrity and Governance	• The organization should complete and submit a signed Partner Declaration Form Link for download: **https://t.ly/xmmYt**

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? • 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 housing and urban development, including on capacity development activities? • Does it have an externally validated reputation for independence, integrity, objectivity, and analytical rigor?	• 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? • What is the staff size, type, qualification and	• CVs of key management staff, technical and non-technical staff that will be involved in the project

education background?	• 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?
1.3 Does the organization have a clear and strong link with **an identifiable constituency** relevant to the targeted audience of the project? • 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?	• Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted audience.
1.4 Does the organization possess adequate physical facilities, office equipment, transport, etc. to implement the activities?	• Provide location and list of office facilities, vehicles and office equipment locally available to implement the project.
1.5 Does the organization have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures…)	• Provide formal project monitoring policies and procedures
2. Financial and administrative capacity	**Weighting 15%**
2.1 Has the organization been in operation over a period of at least 2 years to demonstrate its **financial sustainability** and relevance?	• State the years of operation • Financial statements for the last 2 years
2.2 Does the organization have **qualified staff in Finance**? • 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)	• CVs of key finance and accounting staff • Description and key features and controls of the accounting system used • Organization structure/ Organogram
2.3 Does the organization have the capacity to procure goods and services on a transparent and competitive basis?	• Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally.
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?	• 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.	• 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	• Budget Proposal *Template for the budget proposal:* **https://t.ly/afPAx** Other supporting documents
4. Technical Proposal	**Weighting 30%**
4.1 The technical proposal is sound and responds adequately to the specifications and requirements?	• Technical Proposal document *Template for the technical proposal:* **https://t.ly/U_lxk** *NB: please refer carefully to the outline to be followed.*
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 **25 September 2025** 16:00 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:

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