NORWEGIAN CHURCH AID
actalliance

REQUEST FOR PROPOSAL

TO:

To whom it may concern

Date of issue:	05 March 2026
RFP no.:	2026-006
Contract title:	Mid-term Review of NCA's Ukraine Response 2025-27
Closing date:	07 April 2026 17:00 CEST
Contracting Authority:	Norwegian Church Aid Email: procurement@nca.no
Please note that the Proposals must be sent to the Contracting Authority to procurement@nca.no marked with the above RFP number and the name of the submitting company.	

NORWEGIAN CHURCH AID (NCA) INVITES CONTRACTORS/CONSULTANTS TO SUBMIT A PROPOSAL FOR PROVISION OF

A MID-TERM REVIEW OF THE NCA AND PARTNER RESPONSE IN UKRAINE TO

- **GENDER-BASED VIOLENCE (GBV) AND MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT (MHPSS) PROGRAMME AND**
- **WATER, SANITATION AND HYGIENE (WASH)**

Dear Sir/Madam,

The overall goal for the Ukraine response is to "Save lives, alleviate distress and safeguard human dignity" and that "People in need have received the necessary protection and assistance in line with the humanitarian principles". The response aims to reach an estimated total of 238,855 individuals in 2025 with humanitarian assistance and protection services. For 2026, we have an estimated total target of 268,360 individuals. The response has two main components: Gender-Based Violence/ Mental Health and Psychosocial Support (GBV/ MHPSS) and Water, Sanitation and Hygiene (WASH) including district heating.

Please find enclosed the following documents which constitute the Request for Proposal:

A. Instructions
Annex 1: Terms of Reference (ToR)
Annex 2: Proposal Submission Form (to be completed by the Contractor/Consultant)
- **General Terms and Conditions for Service Contracts**
- **Code of Conduct for Contractors**

If this document is a PDF format, upon request, a complete copy of the above documents can be forwarded in a WORD format for electronic completion. It is forbidden to make alterations to the text.

A. INSTRUCTIONS

Acceptance of Terms

By submitting a proposal, the Candidate acknowledges and accepts, without limitation or reservation, all terms and conditions set out in this Request for Proposal (RFP), including the general and special conditions, annexes, and any referenced documents. These shall form the sole basis of the procurement procedure and any resulting agreement. Any standard terms or conditions of the Candidate are hereby deemed inapplicable, unless explicitly accepted in writing by NCA.

Candidates are responsible for carefully reviewing and complying with all instructions, forms, technical specifications, and contractual provisions contained in this RFP. Failure to do so may result in disqualification

A.1. Scope of services

The Services required by the Contracting Authority are described in the Terms of Reference in Annex 1.

The Candidate shall offer the totality of the Services described in the Terms of Reference. Candidates offering only part of the required Services will be rejected.

A.2. Cost of proposal

The Contractor/Consultant shall bear all costs associated with the preparation and submission of his proposal and the Contracting Authority is not responsible or liable for these costs, regardless of the conduct or outcome of the process.

A.3. Eligibility and qualification requirements

Contractor/Consultants are not eligible to participate in this procedure if they are in one of the situations listed in article 33 of the General Terms and Conditions for Service Contracts.

Contractor/Consultants shall in the Proposal Submission Form attest that they meet the above eligibility criteria. If required by the Contracting Authority, the Contractor/Consultant whose proposal is accepted shall further provide evidence satisfactory to the Contracting Authority of its eligibility.

Contractor/Consultants are also requested to certify that they comply with the Code of Conduct for Contractors.

A.4. Exclusion from award of contracts

Contracts may not be awarded to Contractor/Consultants who, during this procedure:

(a) are subject to conflict of interest.
(b) are guilty of misrepresentation in supplying the information required by the Contracting Authority as a condition of participation in the Contract procedure or fail to supply this information.

A.5. Documents comprising the Request for Proposal

The Contractor/Consultant shall complete and submit the following documents with their proposal:

a. Proposal Submission Form (Annex 2) duly completed and signed by the Contractor/Consultant
b. CV. highlighting the Contractor/Consultant's experience in the specific field of the Services and his/her specific experience in the country/region where the Services are to be performed.

c. Proposal specifying the contractor/consultants experience and technical knowledge in line with the expected results, scope of services and qualifications in the ToR and under article A.9.
d. Copies of any registration certificates as required by national legislation or competent authorities including company registration certificates, tax registration, VAT registration and membership certificates of any relevant professional bodies.

The proposal and all correspondence and documents related to the Request for Proposal exchanged by the Contractor/Consultant and the Contracting Authority must be written in the language of the procedure, which is English.

A.6. Financial proposal

The Financial Proposal shall be presented as an amount in **NOK, USD,** or **EUR** in the Proposal Submission Form in Annex 2.

The Candidate shall indicate in his/her proposal his/her proposed global remuneration for the performance of the Services. The Candidate shall be deemed to have satisfied themselves as to the sufficiency of his/her proposed global remuneration, to cover both his/her fee rate, including overhead, profit, all his/her obligations, sick leave, overtime and holiday pay, taxes, social charges, etc. and all expenses (such as transport, accommodation, food, office, etc.) to be incurred for the performance of the Contract. The proposed global remuneration shall cover all obligations of the successful Candidate under the Contract (without depending on actual time spent on the assignment) and all matters and things necessary for the proper execution and completion of the Services and the remedying of any deficiencies therein.

The Candidate shall only present the Financial Proposal in one currency. The price proposed by the Candidate shall not be subject to adjustments except as otherwise provided in the conditions of the Contract.

For evaluation purpose, where proposals are given in USD or EUR, it shall be converted into NOK at the rate published by OANDA (https://www.oanda.com/) on the closing date at 17:00 CEST PM Norwegian time.

VAT and/or any sales tax applicable to the purchase of services shall be indicated separately in the proposal.

A.7. Validity

Proposals shall remain valid and open for acceptance for 30 days after the closing date.

A.8. Submission of proposals and closing date

Proposals must be received at the email address mentioned on the front page not later than the closing date and time specified on the front page.

A.9. Evaluation of Proposals

The evaluation method will be the quality and cost-based selection. A two-stage procedure shall be utilised in evaluating the Proposals, a technical evaluation and a financial evaluation.

Proposals will be ranked according to their combined technical (*St*) and financial (*Sf*) scores using the weights of **75% for the Technical Proposal**; and **25% for the offered price**. Each proposal's overall score shall therefore be: St X 75% + Sf X 25%.

Technical evaluation
For the evaluation of the technical proposals, the Contracting Authority shall take the following criteria into consideration, with the indicated weights:

Technical evaluation		**Maximum Points**
1	Relevant experience and expertise in conducting research and evaluations of Localisation and partnership approaches with local civil society organisations and relevant stakeholders (duty bearers, faith actors etc.). Additional competence required in incorporating the cross-cutting issues (conflict sensitivity and risk management etc.) and producing dissemination material.	30
2	Methodology quality and ability of the approach to address the evaluation objectives and questions. Proficiency in conducting high quality evaluations based on OECD DAC criteria.	35
3	Workplan and budget proposed are able to achieve the mid-term review's objectives	15
4	Presence and access capacity in Ukraine, including proficiency in Ukrainian and Russian and safety and risk management capacity	20
Total Technical Score		**100**

Financial evaluation
Each proposal shall be given a financial score. The lowest Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The formula for determining the financial scores shall be the following:

***Sf = 100 x Fm/F**, in which*
Sf is the financial score
***Fm is the lowest price** and*
F is the price of the proposal under evaluation

Interviews
The Contracting Authority reserves the right to call to interview the Contractor/Consultants having submitted proposals determined to be substantially responsive.

Negotiations
The Candidate's initial proposal shall constitute its best and final offer. The Contracting Authority will not engage in negotiations regarding price.
The Contracting Authority reserves the right to contact the Contractor/Consultants having submitted proposals determined to be substantially and technically responsive, in order to propose a negotiation of the terms of such proposals. Negotiations will not entail any substantial deviation to the terms and conditions of the Request for Proposal, but shall have the purpose of obtaining from the Contractor/Consultants better conditions in terms of technical quality, implementation periods, payment conditions, etc.

Negotiations may however have the purpose of reducing the scope of the services or revising other terms of the Contract in order to reduce the proposed remuneration when the proposed remunerations exceed the available budget.

A.10. Award criteria
The Contracting Authority will award the Contract to the Contractor/Consultant whose proposal has been determined to be substantially responsive to the documents of the Request for Proposal, and which has obtained the highest overall score.

A.11. Signature and entry into force of the Contract

Prior to the expiration of the period of the validity of the proposal, the Contracting Authority will inform the successful Contractor/Consultant in writing that its proposal has been accepted and inform the unsuccessful Contractor/Consultants in writing about the result of the evaluation process.

Within 5 days of receipt of the Contract, not yet signed by the Contracting Authority, the successful Contractor/Consultant must sign and date the Contract and return it to the Contracting Authority. On signing the Contract, the successful Contractor/Consultant will become the Contractor, and the Contract will enter into force once signed by the Contracting Authority.

If the successful Contractor/Consultant fails to sign and return the Contract within the days stipulated, the Contracting Authority may consider the acceptance of the proposal to be cancelled without prejudice to the Contracting Authority's right to claim compensation or pursue any other remedy in respect of such failure, and the successful Contractor/Consultant will have no claim whatsoever on the Contracting Authority.

A.12. Cancellation for convenience

The Contracting Authority may for its own convenience and without charge or liability cancel the procedure at any stage.

A.13. Data Protection and Privacy

The Contracting Authority may collect and process personnel data such as names, addresses, telephone numbers, email addresses, banking details and CVs. Such data will be used for the sole purpose of managing the procurement process and any subsequent Contract issued as a result of the procurement process, including transmission to bodies charged with monitoring and or inspecting procurement processes, in accordance with applicable EU, international and national law on data protection. Data may be stored for as long as a legitimate reason remains for its storage and up to a period of seven years.

Submission of any bid, proposal, quotation or offer and acceptance of any subsequent Purchase Order or Contract signifies the bidders consent to such data collection and its processing

The General Terms and Conditions provide reference to the specific rights, and regulations related to the data that is stored.

Annex 1: TERMS OF REFERENCE

Mid-term review of NCA's Ukraine response 2025-27

1. Context and Program Background

Norwegian Church Aid (NCA) initiated its response to the Ukraine crisis in March 2022, working jointly with DanChurchAid (DCA) and Swiss Church Aid (HEKS/EPER). Since then, the response has evolved into the Joint Country Program Ukraine (JCPUA) together with DCA while continuing to work together with HEKS/EPER. The response is implemented in partnership with national and local civil society organisations, local authorities, and community-based structures. These actors play a central role in shaping priorities, informing decision-making, and ensuring that humanitarian services are delivered rapidly and in alignment with community needs.

Geographically, the response covers Mykolaiv, Kherson, Dnipropetrovsk, Zaporizhzhia, and Kyiv oblasts through the JCPUA, with additional initiatives implemented in Odesa, Kharkiv, and Sumy oblasts in partnership with HEKS/EPER. Protection activities—including awareness raising, GBV and protection training, and emergency kit distributions—are delivered both within these regions and nationwide.

The relatively smaller GBV and MHPSS intervention in Moldova is being phased out from the end of 2025 to concentrate more on humanitarian needs within Ukraine in 2026 and beyond.

NCA's approach to strengthen Ukrainian civil society and local leadership is to work with an array of local actors. By providing training and resources to national implementing partners, NCA strengthens their ability to respond to the crisis, improving both the immediate humanitarian response and promoting long-term resilience and community ownership. The integral pillars of the approach are twofold: to improve program capacity, and organisational and administrative operations. Under the former, multisectoral partnerships with local CSOs are prioritized, whereas under the latter, capacity building on anti-corruption, finance and accounting and humanitarian principles are the focus. Since 2022, NCA has identified key challenges in support of local actors, such as motivation gaps, adapting to new standards, trust issues, logistical constraints, and lack of systemic change, which require ongoing support, transparency, and patience for long-term, sustainable progress. These challenges have also been reflected in external and internal reviews conducted to date. An Oxfam report[1] on their partnership approach in Ukraine suggests that extensive internal controls may pose a challenge for compliance and that there should be a balance between flexibility and accountability. Both financial and non-financial support to CSOs (especially using reflective and learning sessions, instead of compliance exercises) were useful for building collaborative systems and more trust. A joint report from NCA and DCA[2] highlights the benefits and challenges of working with faith-based organisations. While faith actors are trusted and have a wider reach in the Ukrainian context with full scale war, their institutional models do not always align neatly with international humanitarian standards and expectations requiring tailored capacity support and resources to ensure compliance and sustainability. NCA have seen a relatively high degree of turnover in the partner portfolio from the start of the response in 2022 and this trend seems to continue during the 2025-27 period. We would like to know more about why this turnover

[1] Learning from Oxfam's partnership-centered response in Ukraine
https://www.oxfam.org/en/research/learning-oxfams-partnership-centered-response-ukraine

[2] Faith-based actors in Ukraine:mapping contributions, needs, divides, and growth areas in wartime

https://www.danchurchaid.org/faith-based-action-in-ukraine-contributions-and-challenges

is happening, what are the consequences and how NCA's response can work in 2027 to strengthen sustainability. With this background in mind, the proposed mid-term review examines how NCAs partnership approach empowers Ukrainian civil society organisations and other actors such as local authorities and service providers, churches and community groups to deliver protection and relevant, quality services to people affected by the war.

1.1 Programme strategy and description of the results framework

The overall goal for the Ukraine response is to "*Save lives, alleviate distress and safeguard human dignity" and that "People in need have received the necessary protection and assistance in line with the humanitarian principles"*. The response aims to reach an estimated total of 238,855 individuals in 2025 with humanitarian assistance and protection services. For 2026, we have an estimated total target of 268,360 individuals. The response has two main components: Gender-Based Violence/ Mental Health and Psychosocial Support (GBV/ MHPSS) and Water, Sanitation and Hygiene (WASH) including district heating.

1.2 GBV/ MHPSS

Under the outcome **People exposed to violence, particularly women and girls, are protected in line with their specific needs, and their communities are strengthened**, NCA and partners establish and maintain Safe Spaces for Women and Girls where we provide case management for survivors of Gender-based Violence, psychosocial support to women, men, girls and boys and referral to specialized mental health services when needed. Services are provided both in static centers and by mobile units.

An evaluation of the GBV/ MHPSS part of the response was conducted in 2025 and continued learning and follow-up of recommendations from this evaluation will be a priority in 2026.

1.3 WASH

Under the outcome, **Access to basic services such as electricity, water, health and education is maintained,** NCA and partners ensure WASH solutions and provide access to basic services such as water, sanitation, hygiene and heating.

From distribution of WASH/NFIs earlier in the response, the focus is now shifting toward critical infrastructure repairs and more sustainable solutions, targeting affected communities and hospitals with efforts to improve sanitation facilities and with focus on repairs of water points in locations close to the frontline.

Following up on the key recommendation from the 2024 WASH Evaluation regarding investment in training and capacity strengthening for local WASH responders, and in line with the programme's localisation focus, NCA will support the delivery of training focused on WASH in Emergencies essentials, adapted to the Ukrainian context.

1.4 Brief stakeholder / partner information

NCA prioritises working with national organisations and institutions to enhance the ownership, legitimacy and sustainability of humanitarian interventions. Localisation is not just a matter of improving efficiency, it is an effort to put the people affected by crisis at the heart of the response. This is also valid for the Ukraine response which is planned, implemented and monitored in partnership with national or local authorities and national organisations and cluster coordination structures, complementary to responses provided by other actors.

In 2025, the response worked in partnership with 10 Ukrainian national and local civil society organisations in Ukraine. The profiles of these civil society organisations vary, some are faith-based, some are women-focused, some have a more technical, engineering or purely humanitarian profile. The response has a

relatively high degree of self-implementation (60% of the 2026 budget), however, in this context, self-implementation includes building capacity of local authorities and service providers both within GBV/ MHPSS and WASH, including training, coaching and sometimes donation of equipment, materials and consumables. The response is also providing in-kind or cash support to local churches and community groups, based on their requests.

2. Purpose of the mid-term review

In line with the formal agreement with Norad, the external mid-term review will assess progress and results achieved to date under NCAs Ukraine response and provide recommendations for adjustments for the remainder of the program period.

Within this framework, the mid-term review is an opportunity to gain more knowledge on how NCA's response is supporting Ukrainian civil society organisations and other actors, such as **local authorities and service providers, churches and community groups,** in their efforts to plan and deliver relevant and high-quality services within protection and WASH. Particular attention will be given to partnership dynamics and sustainability, including the equity of relationships, factors influencing partner selection and turnover, capacity-strengthening and power-shifting processes, and the management of risk, trust, and compliance. The review will also examine how strengthened capacities translate into effective service delivery, organisational autonomy, and longer-term local leadership. We expect to receive actionable recommendations on how the response can be adjusted to strengthen the scope, quality and impact of NCA's response in 2027, while promoting more equitable, resilient and locally led partnerships.

The mid-term review will complement the WASH evaluation (2024) and GBV/ MHPSS evaluation (2025). Findings and recommendations from the mid-term review will be followed by a management response letter providing an action plan based on the evaluation recommendations.

For NCA, the mid-term review fits into our strategic knowledge approach, and will feed into our Global Knowledge Priority on Local partners and faith-based actors as agents of change (one of four Knowledge Priorities that the organisation has adopted for 2026-27); it also fits into our broader work on making our partnerships approach more equitable and localised, and complements other initiatives such as our annual partner surveys, to better understand and improve .

3. Evaluation criteria and questions

The main question that this evaluation will try to address is to determine:

Whether and how NCA's partnership approach empowers Ukrainian civil society organisations and other actors – such as local authorities and service providers, churches and community groups – to effectively and sustainably deliver protection and relevant, quality services to people affected by the war.

More specifically, the evaluation proposes to assess the **effectiveness**, **impact** and **sustainability** of NCA's response[3] by addressing the following evaluation questions:

[3] See OECD DAC Evaluation Criteria https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html

3.1 Partnership approach and localisation

- To what extent have relationships between the intermediary organisation (JCPUA and HEKS/EPER) and the local partners been equitable and respectful?
- What factors affected partner selection? What factors contributed to partner turnover and partnership termination?

3.2 Partner capacity strengthening and power shifting

- What specific capacities (technical, organisational, administrative, governance, safeguarding, MEAL, etc.) have been strengthened as a result of the response? To what extent does this align with capacity gap identified by local partner organisations?
- Have partners had meaningful influence over planning, budgeting, and priority-setting? If so, in what ways has this shaped the response?
- To what extent, and how effectively, has NCA enabled partners to access or prepare for direct donor funding, and what factors facilitated or constrained this?

3.3 Delivery effectiveness and sustainable impact

- To what extent has the strengthened capacity translated into improved delivery, increased organisational autonomy, or greater sustainability? Through what mechanisms (mentoring, risk-sharing, etc.) has this been achieved?
- Did the response result in increased autonomy of local organisations (for instance, direct donor engagement, leadership roles in coordination and regional clusters, independent programme implementation)?
- Which strengthened capacities are likely to be sustained beyond the project period? Has the response strengthened systems (policies, procedures, financial structures) rather than only individuals? Were structural barriers (for instance compliance, due diligence, language, access to funding) reduced or only managed?
- Were there any unintended consequences (positive or negative) from NCA's response for the partners (for instance partners' workload, organisational identity, or donor relations)?

3.4 Risk management and cross-cutting issues

- To what extent has the response been conflict-sensitive in its partnership choices, targeting, and implementation, and how effectively has NCA adapted programming to evolving conflict dynamics and access constraints?
- To what extent has the partnership approach been gender-responsive, both in programme delivery and in organisational capacity strengthening, and how has this influenced outcomes for women, men, girls, and boys, including within partner organisations themselves?
- To what extent are corruption and fraud risks identified, managed, and mitigated within NCA's partnership and delivery modalities, and how do these risk-management measures affect partner autonomy, trust, and operational efficiency?

4. Methodological approach

The evaluation questions are to be addressed through rigorous, independent enquiry by the evaluators. All findings from the evaluation should be supported by data. Data sources should be triangulated to ensure validity and limit the possibility of anecdotal evidence. This is in recognition of the fact that Ukraine is an active war zone, and necessary safety measures should be considered. In lieu of traveling to areas where

there is a higher safety risk, methodologies that do not require field visit can be accepted. The consultants are expected to collect data, safeguard it and dispose-off in alignment with General Data Protection Regulation (GDPR).

The evaluation team is to propose qualitative and quantitative work best suited to address the evaluation questions. The following activities are suggested:

- **Desk review of relevant documents** (including project documents, donor reports with project amendments made, project quality assurance reports, annual workplans, financial reports and including funding data required for the funding analysis as per the evaluation questions., etc.)
- **Interviews, including semi-structured interviews, and meetings** with staff in JCPUA, HEKS-EPER, local partners and key stakeholders including local authorities, service providers, local churches and community groups, including **focus group discussions** with male and female beneficiaries and stakeholders;
- **Survey** of staff, randomly selected participants in programmes, partners and other stakeholders;
- **Data review and analysis** of monitoring and other data sources and methods.

The proposed approach and methodology should be considered as flexible guidelines rather than final requirements. The evaluator will have an opportunity to make their innovative inputs and propose changes in the evaluation design, with the final methodological approach to be clearly outlined in the inception report and fully discussed and agreed with NCA. An **evaluation matrix** must be provided during the inception to explain how each of the sources will be used, and to answer what questions.

The evaluation team must be able to conduct field visits in our areas of operation and to communicate with stakeholders in Ukrainian and Russian. Depending on how the safety and access situation may develop during the assignment, data collection may be alternatively done remotely, e.g. through online or phone interviews.

5. Team and Responsibilities

The evaluators are expected to organise and assume full responsibility for the conduct of the evaluation, including field visits, data collection and analysis, report production in line with the approved inception report.

The NCA/JCPUA evaluation working group, led by the Evaluation Responsible, plans and conducts the overall evaluation process, including all communications between the evaluators, and NCA, the evaluation working group and other stakeholders. The working group ensures that the results of the evaluation are in line with its objectives. The evaluation Responsible for this evaluation is NCA's Country Advisor for Ukraine.

The evaluation Steering Committee is responsible for providing general guidance, and formally approve the selection of evaluators by procurement, the Inception Report, and the final version of the Report.

The following deliverables are expected:

a. Inception report detailing the methodology and approach to the evaluation. The inception report should be carried out following and based on preliminary discussion with NCA and partners after the desk review and should be produced before the evaluation starts.

b. Submission of assessment tools.

c. Evaluation Briefing: Immediately following the field work, the evaluator/s will provide a debriefing to NCA and partners

d. Draft Evaluation Report. If the evaluation deviates substantially from the inception report, the report should list and justify the deviations; the evaluation Steering Group may request revisions.

e. Final Evaluation Report with incorporation of feedback from NCA on the draft report and following the 1-2-25 format:
   - 1-page of specific, actionable recommendations;
   - 2-page evaluation summary, following a template provided by NCA
   - 25-page evaluation report with a presentation of background, methods, results, and findings, with discussion of limitations and specific actionable recommendations

f. Presentation to NCA, partners and donors.

g. Dissemination material: a one-pager media brief, and a 600–1200-word media post in layman terms, detailing the findings of the evaluation for external communication.

All deliverables will be submitted in electronic format and in English

Tentative timeline:

When	What	Who is responsible/ comments
4th March	Terms of reference approved	NCA steering committee, Norad
5th March	Tender is publicised	Procurement
7th April (4 weeks)	Reception and analysis of proposals	Procurement committee
14th April	Selection of consultancy	Approved by Steering committee
29th April	Contract signed	
4th May	Documentation shared with consultants	Working group
22nd May	Draft inception report submitted	Consultants
28th May	Inception report approved	Steering committee
29 May – 26. June	Interviews and data collection	Consultants
3rd of July	Evaluation briefing	Consultants and working group
3rd August	Draft report	Consultants – feedback from working group ++
21st August	Final report submitted	Consultants – approval by steering committee
26th August	Presentation of evaluation report, including recommendations and dissemination material	Consultants
1st September	Final report shared with Norad	Norad Grant Manager
	NCA Management response	Working group and steering committee

6. Evaluation logistics and other support

Expected participation and support from JCPUA and from HEKS-EPER:

- Sharing of relevant documentation

- Key staff being available for interviews
- Safety briefings and support, as needed
- Facilitation of contact with partners and other stakeholders (authorities, public institutions, UN system)

All costs will be covered by NCA's budget for the mid-term review

7. Data management

Evaluators will ensure data management will follow best practices, including a clear protocol about secure data storage, data access, and data retention/deletion as part of the inception report.

All data collected for the purpose of this evaluation will comply with GDPR.

NCA may request spot-checks on anonymized data for quality assurance purposes.

8. Required qualifications

The review team requires a strong team of experts with different backgrounds. The expertise and requirements include:

Advanced expertise and experience in a wide range of evaluation and research approaches.
Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research/ evaluation methods.
Strong experience and knowledge in issues related to civil society, localisation and humanitarian assistance in Ukraine.
Excellent analytical, facilitation and communications skills.
Ability to negotiate with a wide range of stakeholders
Fluency in English, Ukrainian and Russian is mandatory
Independent access to the relevant parts of Ukraine

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Annex 2: Proposal Submission Form

My financial proposal for my services is as follows:

IMPORTANT NOTE: VAT OR ANY OTHER SALES TAX SHOULD ONLY BE INCLUDED IF THE CANDIDATE IS REGISTERED AS AN ENTITY FOR TAX PURPOSES IN THE COUNTRY IN WHICH THE SERVICES ARE TO BE RENDERED

	Currency	Amount
Fixed consultancy prices		
Any other cost (list…)		
VAT or other tax on services		
Total price incl. taxes		

CONTRACTOR/CONSULTANT OR COMPANY INFORMATION	
Candidate or Company (legal name)	
Street name and no.	
City	
Postal code	
Country	
Phone no.	
Email	
Website	
Director (name)	

GENERAL COMPANY INFORMATION	
Year of establishment	
Licence number (VAT no./TAX id)	
Registration Certificate – please attach	
Does your company have CSR related policies in place – e.g. Health, Safety, HR, Energy or Climate policy or is a member of Global Compact? Please state which policies.	
Is your company e.g. ISO 26000/50001/14000 certified or SA8000 certified? Please state which.	

REFERENCES				
Name and country of customer	**Type of contract**	**Value**	**Contact name**	**Phone and email**

Include details of the experience and past performance on contracts of a similar nature within the past five years and information on other contracts in hand and/or future commitments including details of the actual and effective participation in each of such contracts, description of the Contractor/Consultant's assignments and periods of engagement. Additional documents can be attached to the above form.

The proposal is valid for a period of 30 days after the closing date in accordance with article A.7. Validity.

After having read your Request for Proposal 2026-006, and after having examined the Request for Proposal, I/we hereby offer to execute and complete the services in conformity with all conditions in the Request for Proposal for the sum indicated in our financial proposal.

Further, I/we hereby:

- Accept, without restrictions, all the provisions in the Request for Proposal including the General Terms and Conditions for Service Contracts.
- Provided that a contract is issued by the Contracting Authority I/we hereby commit to perform all services described in the Terms of Reference, Annex 1.
- Certify and attest compliance with eligibility criteria of article 33 of the General Terms and Conditions for Service.
- Certify and attest compliance with the Code of Conduct for Contractors.

The above declarations will become an integrated part of the Contract and misrepresentation will be regarded as grounds for termination.

Any subsequent Contract related to this Proposal will be subject to the Contracting Authorities General Terms and Conditions for Service Contracts and the Code of Conduct for Contractors available through the below link. Printed versions are available on request.

General Terms and Conditions

Code of Conduct for Contractors

Signature and stamp:

Signed by:

The Contractor/Consultant
Name of the company
Address
Telephone no.
Email
Name of contact person