



International Organization for Migration (IOM)  
The UN Migration Agency

## TERMS OF REFERENCE

### ***UA10-2024-IP63 – “COMMUNITY-BASED AND PARTICIPATORY APPROACH TO PROTECTION AND DURABLE SOLUTIONS”***

#### INTRODUCTION

To contribute to the protection of and progress toward durable solutions for conflict-affected people in Ukraine, IOM Ukraine is implementing project “strengthening the Capacities of Ukrainian Institutions and Local Organizations to Support a Community-Based and Participatory Approach to Protection and Durable Solutions,” funded by Korea International Cooperation Agency (KOICA). To this purpose, a community-based planning approach will be utilized to empower communities to drive their path towards recovery and durable solutions. It is crucial that the recovery process is based on community needs and implemented through community-led initiatives so that it is inclusive, viable and sustainable. The community-based approach, therefore, promotes resilience and helps facilitate recovery, reduce vulnerability, and mitigate the risk of dependency and protracted displacement.

Within this project, IOM, together with the selected Implementing Partner (IP), will engage and empower communities to identify and address their recovery and human security needs.

#### BACKGROUND

The Russian Federation’s invasion of Ukraine has led to thousands of civilian casualties, triggered large-scale displacement, and caused extensive damage to infrastructure. As in most armed conflicts, civilians are bearing the brunt of the violence, with the conflict posing grave risks to safety, access to basic services, and psychosocial well-being. Additionally, the strain suffered by host and transit communities raises the potential for tensions, prejudice, and further instances of conflict, thus impeding local stability and rendering particularly vulnerable individuals increasingly at risk of further displacement. In this context, marginalization and inequality increase the risks of discrimination for women and girls. Although Ukraine is a priority country for Women, Peace and Security initiatives since 2014 and has drafted the National Plan of Action for Implementation of UN Security Council Resolution 1325 “Women, Peace, Security”, the limited capacity of institutional mechanisms to implement gender equality strategies and promote the role of women and girls as actors of peacebuilding processes and negotiations are compounded by the ongoing war.

Despite the ongoing war, vast numbers of Ukrainians are demonstrating their resolve to avoid or move beyond aid dependency, and IDPs are already seeking durable solutions in large numbers. According to IOM, there are about 3.7 million IDPs in Ukraine as of December 2023. Additionally, IOM estimates that about 4.5 million individuals in Ukraine have returned to their habitual residence following a period of displacement due to the full-scale invasion. Among the displaced, about 60 per cent intend to remain in the current location of displacement and among the 25 per cent of IDPs considering relocation, 86 per cent (about 783,000 individuals) are contemplating returning to their pre-war habitual place of residence. Additionally, 91 per cent of the returnees expressed their intention to remain in their return location. Among the returnees who were displaced multiple times, the primary reasons for return are improved security situation (69 per cent), proximity to family and friends (69 per cent) and perceived opportunity to find suitable employment in the place of return (51 per cent). Progress toward the attainment of solutions is rarely linear, and with Ukraine’s economy which contracted by almost 30 per cent in 2022, Ukraine will not be an exception. IDPs and returnees who have set out on the path toward durable solutions will remain at risk of setbacks, and economic dislocation might push non-displaced populations into displacement.

#### PROJECT OBJECTIVE

The objective of the activities is to empower local stakeholders and community actors to lead community-based recovery and reintegration process, contributing to durable solutions and mitigation of human security risks.

#### **INTERVENTION DESCRIPTION**

The selected implementing partner (IP) will support IOM in carrying out project activities by adopting a community-based planning (CBP) approach. A community-based planning (CBP) approach is designed to equip communities with the necessary capacities to drive their transition away from aid dependence to longer-term resilience and recovery. The process involves targeted capacity building and facilitates dialogue through which the community is empowered to design and implement their own recovery plans, in line with local needs, capacities, and aspirations. The CBP approach aims to promote inclusive, participatory decision-making at the community level by bringing together relevant stakeholders from all social groups residing within the community. More specifically, by strengthening local partnerships for collective recovery action, the CBP approach helps foster social ties between and within communities, as well as between communities and local authorities. The training and engagement of local CSOs also plays a key role, as it helps leveraging local partnerships to build community capacity and drive community-level recovery.

#### **TARGET AREAS**

The activities will take place in 24 communities in four oblasts: Kyiv, Chernihiv, Kharkiv and Dnipro oblasts. The exact locations will be further coordinated and approved by IOM based on access guidance provided by field experts. IOM reserves the right to amend the list of locations based on the security considerations, donor requirements, and any other factors that may affect project implementation.

#### **OVERARCHING OUTCOMES AND ACTIVITIES DESCRIPTION**

It is planned that the Implementing Partner will take part in following activities:

##### **1. Establish (or strengthen existing) initiative groups (IGs)**

- Establish (or strengthen existing) 24 IGs
  - o IGs shall be composed of at least 10 members, including representatives of local authorities, women, youth, the elderly, persons living with disabilities, IDPs, private sector representatives and members of other community groups
  - o Each IG should be composed of minimum 30% men, 40% women and 15% IDPs

##### **2. Strengthen capacity of initiative groups and (IGs)**

- Develop 1 training manual
  - o The training should be designed as per each IG and CSO's identified training needs and with an aim to capacitate them to develop evidence-based durable solutions and recovery plans and human security solutions activities through the process of data collection and analysis and community consultations.
  - o The training manual should be approved by IOM prior to conducting the training
- Conduct training
  - o Be responsible for training logistics, including developing training agenda, contracting and coordinating with trainers, arranging venue (provided by the community) and catering (2 coffee breaks and lunch per one training day) and providing necessary equipment for the training.

##### **3. Strengthen capacity of civil society organisations (CSOs)**

- Conduct CBP and human security training for CSOs
  - o Be responsible for training logistics, including developing training agenda, contracting and coordinating with trainers, arranging venue (provided by the community) and catering (2 coffee breaks and lunch per one training day) and providing necessary equipment for the training.
  - o Training materials should be developed based on the needs of the CSOs and communities they're based in. All training materials should be approved by IOM prior to conducting the training

##### **4. Conduct community dialogues**

- Organise and facilitate community dialogues between local community stakeholders and IGs to identify priority needs of the communities.
  - o Arrange catering (one coffee break per consultation) and necessary equipment for the sessions

**5. Conduct consultations with oblast and local authorities**

- Organise and facilitate consultations between oblast and local authorities and IGs. The results of the consultations will be reflected in the durable solutions and resilience plans and human security solutions activities.
  - o Schedule and coordinate the consultation, arrange venue and catering (2 coffee breaks and lunch per day) and necessary equipment for the consultation sessions

**6. Develop durable solutions and resilience plans and human security solutions activities**

- Develop durable solutions resilience plans and human security solutions activities

The durable solutions and resilience plans should reflect the community’s common vision on their socio-economic recovery and should include clear allocation of budget and human resources. The plans may propose initiatives contribute to community revitalization (e.g. light rehabilitation of socio-economic infrastructure, re-establishing livelihoods and education, sociocultural events, rubble removal, etc.)

The human security solutions activities should be the community’s initiative to address human security needs. The activities should aim to address one of the human security needs, contributing to conflict mitigation within the community.

Both durable solutions and recovery plans and human security solutions activities (including budgets) must be approved by IOM.

**7. Provide in-kind and technical assistance**

- Provide in-kind (such as purchasing necessary equipment and supplies) and technical assistance to the communities to implement initiatives identified in the durable solutions and resilience plans and human security solutions activities
- Support the IGs with preparing implementation reports
  - o The reports should outline the results and achievements of the recovery plans and potentially include ideas to expand the activities and increase sustainability

**EXPECTED RESULTS AND TARGETS**

Implementation of the above-described activities will contribute to durable solutions and mitigation of human security risks at the community level in the selected 24 communities in Ukraine:

Activities Description	Tentative Timeline	Deliverables
Establish (or strengthen existing) initiative groups (IGs)	Oct – Dec 2024	<ul style="list-style-type: none"> <li>• 24 IGs formed</li> </ul>
Build capacity of IGs	Jan – Sept 2025	<ul style="list-style-type: none"> <li>• 1 training manual</li> <li>• 4 training sessions per IG for 24 IGs</li> <li>• Participants’ information (desegregated by age, gender, vulnerabilities, etc.) in digital form (Kobo)</li> <li>• Signed attendance list</li> <li>• Signed participant consent forms</li> <li>• Photos and/or videos of the training</li> <li>• Pre- and post-test results</li> <li>• Trainers’ report</li> </ul>
Build capacity of CSOs	Jan 2025 – Dec 2026	<ul style="list-style-type: none"> <li>• 6 training sessions (4 on CBP and 2 on human security solutions/conflict mitigation) conducted per CSO for 20 CSOs</li> <li>• Participants’ information (desegregated by age, gender, vulnerabilities, etc.) in digital form (Kobo)</li> </ul>

		<ul style="list-style-type: none"> <li>• Signed attendance list</li> <li>• Signed participant consent forms</li> <li>• Photos and/or videos of the training</li> <li>• Pre- and post-test results</li> <li>• Trainers' report</li> </ul>
Conduct community dialogues	Jan – Sept 2025	<ul style="list-style-type: none"> <li>• 6 dialogue sessions per community, minimum 30 participants per dialogue session</li> <li>• Participant information (desegregated by age, gender, special needs, etc.) in digital form</li> <li>• Signed attendance lists</li> <li>• Signed consent forms</li> <li>• Photos and/or videos of the dialogue sessions and consultation</li> <li>• Facilitators' reports</li> <li>• Meeting minutes</li> </ul>
Conduct consultations with oblast and local authorities	Oct – Dec 2025	<ul style="list-style-type: none"> <li>• 1 consultation (half to one-day) per oblast, minimum 16 participants per consultation</li> <li>• Participant information (desegregated by age, gender, special needs, etc.) in digital form</li> <li>• Signed attendance lists</li> <li>• Signed consent forms</li> <li>• Photos and/or videos of the dialogue sessions and consultation</li> <li>• Facilitators' reports</li> <li>• Meeting minutes</li> </ul>
Develop durable solutions and resilience plans and human security solutions activities	Jan – Dec 2025	<ul style="list-style-type: none"> <li>• 1 durable solutions and resilience plans, including budget, per community</li> <li>• 1 human security solutions activities proposal, including budget, per community</li> <li>• Meeting minutes</li> </ul>
In-kind and technical assistance	Jan 2026 – March 2027 (could begin earlier)	<ul style="list-style-type: none"> <li>• Procurement schedules, to be approved by IOM before starting procurement</li> <li>• Budget allocation plans, to be approved by IOM before starting procurement</li> <li>• Implementation reports</li> </ul>

#### IMPACT

Through described actions, the project will contribute to the progress toward durable solutions for war-affected people in Ukraine.

#### REPORTS

- Final and interim financial reports as outlined in the implementing partner agreement (template to be provided by IOM);
- Final and interim narrative reports as outlined in the cooperation agreement (template to be provided by IOM);
- Monthly and ad-hoc progress report;
- Informal weekly or bi-weekly progress updates.

#### DATA, MATERIALS, RESOURCES AND TOOLS PROVIDED BY IOM

IOM will provide overall methodological guidance throughout the project implementation period and provide the following set of operational tools:

- Methodological assistance on trainings and community-wide consultation conduction
- Onboarding materials, including targeted training on financial reporting, IOM programming principles, PSEA training, IP mentorship programs, access to IOM online training resources, etc.
- Narrative and Financial Reporting templates and guidelines
- IOM visibility materials for trainings (pens, notebooks, banners)
- Standard form of list of beneficiaries
- Standard form of the Donation Acceptance Form
- Standard form of the Handover Agreement
- Interim financial and narrative report templates
- Final financial and narrative report templates

- Monthly report templates
- Weekly progress report templates

#### PROPOSED TIMELINE

IOM, in partnership with the selected Implementing Partner, will cover the needs of vulnerable population by implementing activities as indicated in this ToR throughout 30 months engagement period tentatively starting from 1 October 2024 to 31 March 2027. All project activities must be completed by 31 March 2027.

#### SECURITY

The security of partner organization staff is the responsibility of the partner organization. In the spirit of duty of care, IOM may instruct to pause or divert operations based on security considerations.

Any implementing partner staff who are to be involved in data collection must participate in direct or remote training on the tools and ethical data collection principles and should participate in quarterly meetings with IOM to discuss implementation, debrief on monitoring activities and observations, and establish lessons learnt.

Activities will be carried out in conflict-affected communities and other fluid operating environments. IOM and its partners are likely to have to adjust to changing realities, which can affect the nature, timing, and geographic location of project activities.

#### QUALIFICATION AND EXPERIENCE

Proponent should be any Government Agency, Government Owned or Controlled Corporation, Intergovernmental Organization (IGO), International Organization (IO), Non-Government Organization (NGO), Non-Profit Agency (NPA), International Civil Society Organization (ICSO) or Civil Society Organization (CSO) registered with the appropriate government agencies and shall be able to implement humanitarian activities in the locations indicated in this Terms of References. Proponents must submit copies of their government registration documents. The Implementing Partner engaged by IOM will deliver non-profit activities where IOM and the IP will jointly contribute time and resources and share risks and responsibilities linked to the project.

As a minimum requirement, the IP(-s) should have most of their key professional staff have at least two years of relevant experience, preferably gained in the location where the proponent intends to serve as IOM's IP. Preference will be given to proponents whose key professional staff are on permanent employment contracts or at least have a stable working relationship with the proponent.

Proponent shall not be involved in terrorist act/criminal activities or associated with individuals and/or entities associated with terrorist act/criminal activities. For this purpose, proponents shall not be included in the proscribed list of individuals and/or entities as contained in the 1267 Committee of the UN Security Council Counter Terrorism Committee (CTC).

The documentary evidence of the proponent's eligibility to bid shall establish to IOM's satisfaction. IOM reserves the right to ask the proponents to submit additional documents to enable IOM to fully evaluate the eligibility of the proponents.

#### PARTNERSHIPS AND COLLABORATION

For the purpose of further implementation of assigned activities, the prospective Implementing Partner should have solid network of reliable partnerships, as well as proven successful collaboration with the following stakeholders in the area of their proposed coverage:

- official entities, supervising the areas of potential interventions – to ensure access to beneficiaries, especially at the community level;
- Local authorities: to provide support in the mobilisation of communities; to ensure safe and comfortable space for IGs' operations, to facilitate the process of obtaining necessary approvals for activities within the project; to actively engage in socio-economic development of the community.
- Local community leaders and representatives: to engage various groups for the community dialogues and consultations with oblast and local authorities; to promote transparency and accountability of the IGs' operation; to identify and address the needs of the most vulnerable populations; involving local community leaders in monitoring of implementation process to minimize social tension inside community.
- Local CSOs: to complement the activities of IGs; to develop human security solutions activities; to promote cohesion and participation in the planned activities.

- Humanitarian and development actors, present operational or impactful in the area, including UN Agencies, ICRC, Clusters, international organizations, and local NGOs: to enhance the joint impact and avoid overlapping through coordination.

#### ADDITIONAL TERMS

##### Organization Characteristics and Resources:

- ability to operate in areas of coverage is required;
- Having the necessary team structure and presence to support the community outreach and procurement components, as well as conduct the overall reporting requirements outlined in this ToR;
- capacity to maintain a proper feedback mechanism with community is required;
- flexibility to adapt to evolving operational contexts and work collaboratively with IOM to respond to challenges;
- minimum one employee who would ideally have at least intermediate command of English language for communication and reporting purposes;

##### Members of field specialists who will communicate with the community members:

- excellent communication skills and sensitivity to conflict realities is required among all members of the project team (must be comfortable approaching strangers, including authority figures to assess their and community needs and collect information);
- aptitude to handle a Ukrainian/Russian language during discussions, consultations and trainings is required from all members of the team;
- reliability and focus on delivery of agreed upon tasks in a professional, timely manner is required from all members of the team;
- prior experience in provision of or facilitation of humanitarian assistance amongst some team members is required;
- extensive knowledge, especially at the hromada level, of the area of coverage (geography, demographics, residents) by members of the project team would be a distinct advantage;
- prior experience in community engagement and community-level training facilitation is mandatory
- Prior experience in collaborating with United Nations Agencies International Non-Governmental Organisations, and complying with necessary financial reporting requirements.