



Terms of Reference

Recommendations to develop Humanity & Inclusion's work with local partners and strengthen localization in Ukraine.

Handicap International – Humanity and Inclusion

Outraged by the injustice faced by people with disabilities and population groups particularly at risk, we aspire to a world of solidarity and inclusion, enriched by our differences, where everyone can live in dignity. HI, Humanity & Inclusion is an independent and impartial aid and development organization with no religious or political affiliations operating in situations of poverty and exclusion, conflict, and disaster. We work alongside people with disabilities and people at risk, discriminated against to help meet their essential needs, improve their living conditions, and promote respect for their dignity and fundamental rights.

Since the organization was first founded in 1982, we have set up development programmes in more than 55 countries and responded to many emergencies. Today we have a budget of around 150 million euros, with 3500 employees worldwide.

In Ukraine, HI has designed a Programme aimed to reduce the suffering of at risk conflict-affected populations through the delivery of an inclusive, timely and multi-sectoral humanitarian response addressing the Health, Protection and Essential Needs of conflict-affected populations, with specific focus on internally displaced persons, persons with disabilities, persons with injuries and/or with signs of psychological distress, while reducing the risks caused by Explosive Ordnance contamination, facilitating the delivery of aid in Ukraine and supporting the wider humanitarian response to be more inclusive.

For more information, please visit: www.hi.org

Background of the consultancy

Context

On 24 February 2022, Russia launched a full-scale military operation in Ukraine, with aerial, ground and sea incursions leading to multiple fronts of conflict throughout the country. With 2.9 million people already in need of humanitarian and protection assistance prior to the offensive, the humanitarian situation has since drastically deteriorated, with rising civilian casualties, mass displacement, acute humanitarian needs, damages to infrastructure and public facilities, and severe access constraints as a result of the ongoing hostilities.

Numerous responders have established themselves in Ukraine since the beginning of the conflict, from established organisations to first-time providers¹, the latter mostly at local level in-country. A lot of private initiatives have surfaced, including private companies converting part or all of their businesses towards aid and the creation of volunteer groups and civil society organisations, who are providing vital humanitarian aid, particularly in hard-to-reach areas. The international response, consisting of UN agencies and INGOs, scaled-

¹ ACAPS, Ukraine – Bridging humanitarian response, Thematic Report, May 25th, 2022



up its presence in-country from the outset of the war, while local NGOs increased their response and portfolio of projects. All of that while the national and local authorities have continued to function in capacities similar to the pre-war context. For instance, the national social system has continued to provide social welfare, with other actors having difficulties to linking with them.

A year into the conflict, coordination between international and national actors remains a challenge, with in general a lack of respective understanding between actors of who is doing what, and to what effect. Partnerships between international actors and national entities are being encouraged, however it seems that they are not necessarily fruitful, with reports that national initiatives are still struggling to access financial support despite the massive amount of pledges Ukraine received in 2022 (\$17b., a number equivalent to half of all international humanitarian assistance in 2021²). The response should strive to ensure that aid is delivered in a way that is responsive to the needs and priorities of the affected populations, recognizing that local actors, including governments, civil society organizations and communities themselves are often the first responders and have a deep understanding of the context and needs of the affected population, local leadership, and capacity fosters resilience. Indeed, volunteers and local NGOs are the backbone of the Ukraine response, yet it seems they are not able to access funding, due to heavy processes from international donors or partners, and that they are not recognized by international actors, who rarely mention in their reporting that most of their action in the field could not take place without the involvement of local actors. Local organisations are often voicing that all they need to carry the response are financial means; however, it seems it would be counterproductive to the response to dismiss the value-added and experience of seasoned international organisations, which have built experience in dozens of countries facing similar hardships to Ukraine.

HI – Current intervention, strategy, and challenges.

HI's intervention is being implemented through two hubs, one in the West/Centre (Lviv, Kyiv) and one in the East (Dnipro, Kharkiv, Poltava). Since the start of the Ukraine crisis early 2022, HI has developed an operational strategy based on the following sectors of intervention:

- Health – including the provision of early rehabilitation services and mental health and psychosocial support.
- Basic Needs – with various modalities of intervention including in-kind donations (with the provision of household hygiene kits) and MPCA.
- Logistics support (Atlas Logistique) - with the provision of transport and storage services to other humanitarian actors.
- Protection – including Inclusive humanitarian action and case management.
- Armed-Violence Reduction – starting with Explosive Ordnance Risk Reduction and Conflict Preparedness and Protection (CPP).

During the first few months of the response, especially in the West, HI established partnerships with local organizations, providing them with financial support and capacity building. However, the methodology was not duplicated in the East, and most partnerships lacked structure, with limited capacity building planned, fairly weak justifications for the selection of the partners, the extension of the partnerships, and/or exit

² The New Humanitarian, One year on, Ukraine exposes the limits of well-funded international aid, February 14th, 2023 <https://www.thenewhumanitarian.org/analysis/2023/02/14/Why-international-aid-is-not-reaching-Ukraine>



strategies. In addition, HI's existing partnership processes seemed too stringent to match needs in the field, in particular to set up flexible/short-term partnerships.

Details of the consultancy

In order to improve the quality and reach of its intervention in Ukraine, HI aims to strengthen the share of its projects implemented in partnership with local stakeholders, ranging from civil society organizations to state actors. In light of the interrogations underlined in the first section of these TORs, HI is seeking out a consultancy to inform the organisation's positioning and strategy in developing partnerships with local stakeholders in Ukraine. This includes defining the scope and the type of partnerships that will constitute an added value to HI's intervention and to the overall response in Ukraine, based on a strong analysis of the environment, HI's sectors and areas of intervention, and of challenges linked to neutrality, compliance and governance, to name a few.

The study should address the following question: How can HI improve the quality of its intervention by partnering by local actors, while respecting protection, do no harm and duty of care principles, as well as its own internal principles and rules (Child Protection policy, PSEAH policy, Code of Conduct, etc.)? It will foster a strategic reflection of HI's perspective in terms of partnership and localisation in Ukraine, in line with the established 2023 country strategic and initial reflexions on the 2023 – 2026 strategy.

The response should be contextualised and linked with HI's current humanitarian access capabilities at country level. This includes identifying the type of organisations HI should prioritise and suggest key types of interventions, including strengths and weaknesses of local stakeholders (civil society organisations as well as state actors) that HI should, respectively, leverage or tackle. In particular, and referring to HI sectors of intervention, both those where HI is operating in a niche compared to the overall scope of humanitarian operations in Ukraine, e.g., physical and functional rehabilitation, inclusive humanitarian action, and to an extent, MHPSS; and those where HI is clarifying the limits and operationalization of its intervention, such as social protection. The approach would also be differentiated depending on the location of activities, as partnerships might be setup differently depending on where they are being implemented, whether in front-line, newly accessible, or stable areas.

Methodology to address the needs of different sectors later on. Keep some flexibility to change sectors if needed.

Objectives

Taking into consideration the risks, opportunities and challenges identified to cooperate with actors of the civil society, as well as HI's experience, expertise, added-value, capacities, and operational strategy, make recommendations as to the organisation's strategy and approach to respond to the needs of those having been affected by the conflict. This includes:

- Goals and objectives for the proposed partnership strategy, considering HI's current and potential areas of intervention, as well as differentiating between the different above-mentioned sectors.
- Conditions and criteria for intervention (go and no go's).
- Modalities of intervention, e.g., the level of partnerships recommended, depending on HI's sector of intervention and area of intervention, including the legacy of the proposed partnerships.



- An analysis of capacity building complementarities between HI and its potential partners.
- Suggesting a roadmap for HI to embed partnerships deeper into its operational strategy beyond this consultancy.

The objective of the consultancy is also to provide HI with a wider understanding of the civil society in Ukraine, e.g., its actors, their roles and relationship to one another. The consultants are expected to present an analysis of local stakeholders by sector, area, and type of context, and to identify potential synergies with specific actors, intervening in HI's sectors of intervention or that could have a complementary action. This might take the form of a network analysis. This will also include identify potential barriers to partnering with local actors, especially those of a legal nature, including donor compliance, ethics, fraud, and corruption, etc., and how to address them.

Suggested methodology

The consultant will:

1. Conduct a desk review of relevant literature, including key concerns, identification of gaps and strategies and lessons learnt from other organisations involved in partnerships, both from international and local organisations. This includes having a first understanding of the netting of organisations involved in the Ukraine response, which will prove useful for point 3 below.
2. Develop facilitation tools and facilitate meetings/workshops with local and international organisations as well as local authorities, to better understand how HI could build strong partnerships with local actors while avoiding common caveats; define how local partners and HI could carry a complementary approach, in which sector, and in which locations. Identify value-added and lessons learnt in existing partnerships within the Ukraine response.
3. Draw recommendations in link with HI's operational strategy, disaggregated by sector and by location. Present all final conclusions in a final report, which will include a review of HI's internal tools and recommendations as to how to best use them in the current context and based on the type of partnership at hand. The final report will also include an analysis of actors in Ukraine and propose potential partners to HI based on an analysis of their strengths and weaknesses. Identify potential limitations that could cause difficulties to HI's partnership strategy in Ukraine, in particular those of a legal nature.
4. Present key findings and facilitate action planning. The consultant will prepare and present the results of the consultancy to HI and provide precise, operational and pragmatic recommendations, ranked by priority.

Deliverables

- An inception report detailing the finalised methodology, tools and assessment plans. Maximum number of pages: 5
- A final report, including findings, analyses, and recommendations. The consultant should anticipate the review of HI's institutional toolkit for partnerships and present recommendations as to how to adapt them to the local context. Maximum number of pages: 20-25
- A summary of findings in a PowerPoint format, with operational recommendations ranked by priority.



Consultant profile and expertise

- Proven successful experience leading consultancies and/or strategic exercises within the humanitarian sphere, preferably in Eastern Europe and/or the Balkans.
- Proven successful experience as a consultant conducting analysis and research on civil society organisations.
- Experience working with local partners, of defining coordination and capacity building strategies.
- Knowledge of the Ukrainian civil society landscape would be a strong advantage.
- Experience working with in the field of Armed Violence Reduction, Functional Rehabilitation, Protection, Inclusive Humanitarian Action and/or Basic Needs is an asset.
- Strong facilitation skills and experience guiding learning processes.
- Knowledge of the complexities of working in an emergency context, including an understanding of the context in Ukraine.
- Excellent participatory facilitation, communication and writing skills.
- Excellent written and spoken English. Knowledge of Ukraine languages an asset.
- Willingness and capacity to travel to Ukraine to conduct field assessments.

Expected start date: July 2023

Security Management

The Consultant will respect the security management protocol defined at mission level.

Submission of Expressions of Interest (EOI)

Prospective consultants are requested to submit technical and financial proposals, including the below:

- Profile of the consultant / consultancy firm
- Understanding and interpretation of the Terms of Reference
- Sample of work done in other countries, in particular reports or documentation on works conducted on humanitarian strategic design, preferably in link with localisations and/or collaboration with local partners.
- Approach and methodology
- If more than one consultant is involved, provide information on the expected roles of each consultant. If the lead consultant is planning to recruit national consultants in Ukraine to support, please provide details (costs, expertise required)
- Draft Work plan
- Proposed budget, including the consultant's preferred instalment and payment methods.

Annexes:

- CVs of all proposed evaluation team members (including detailed work experience and education) and references
- Administrative documents, including the consulting firm's/main consultant's legal registration, and/or any other documents certifying to the regularity of their activity.

Expressions of interest will be rated based on the methodology proposed, the quality of the technical and financial proposals as well as the experience of the consultants, including their knowledge of the context at stake. Expressions of Interest must be submitted in English.



Ukraine Programme – Terms of References Partnerships and Localisation

Deadline for submission: Friday, June 9th

Please submit EOIs via email with the subject line, “Ukraine Consultancy on Partnerships and Localisation”
to:

- Emilie Boyer, Emergency Manager e.boyer@hi.org
- Margaux d’Enfert, Emergency Operations Officer m.d-enfert@hi.org