

Terms of Reference

Conducting Feasibility Study of BMZ PT-funded Project in Ukraine

Project Title: "Fostering integration of internally displaced persons in local communities in Kharkivska, Dnipropetrovska, and Mykolaivska oblasts by provision of comprehensive multi-sectoral assistance."

1. Summary

Contracting agency: **Representative Office of arche nova in Ukraine (hereinafter referred to as `AN`)**

Type of contracting agency: **Non-profit, non-governmental organisation**

Type of selection procedure: **Limited Tender (national)**

Type of Contract: **Provision of services (no-renewal)**

Award criteria: **Technical Proposal and Financial Offer**

Deadline for submission of offers: **March 03, 2026**

Estimated contract start date: **March 09, 2026**

2. Background and Context

AN plans to submit a funding application under the BMZ programme "Funding key development projects of private executing agencies (PT)". In line with BMZ and Engagement Global (Bengo) requirements, a Feasibility Study (FS) conducted by independent expert/s is mandatory for project applications exceeding EUR 500,000, and should serve as a critical basis for refining the project concept prior to submission.

The planned project aims to foster the integration of internally displaced persons (IDPs) and prevent further movement by providing comprehensive, multi-sectoral assistance in selected hosted communities in Kharkivska, Dnipropetrovska, and Mykolaivska oblasts. The intervention focuses on income-earning opportunities, legal assistance, vocational training, and providing referrals to affected populations for services available locally.

Given the complexity of displacement dynamics, its prolonged nature, and limited local capacities across the target oblasts, a full FS is required to assess the relevance,

coherence, effectiveness, efficiency, impact, and sustainability of the proposed intervention.

3. Purpose and Objectives

The purpose of this call is to select a service provider to conduct a FS, providing a sound, evidence-based assessment of the proposed project's feasibility and generating actionable recommendations for optimising the project design prior to submission to BMZ.

Specific objectives:

- 1) Assess the feasibility of achieving the proposed project objective in the actual contextual conditions against needs, capacities, risks, and opportunities related to IDP integration and displacement prevention in the specified locations.
- 2) Examine the plausibility of the project's intervention logic and assumptions and its alignment with OECD DAC evaluation criteria¹.
- 3) Formulate concrete recommendations for improving the project concept, including adjustments to components, implementation modalities, risk mitigation measures, and indicators.

4. Scope of Work

The FS should apply a sample-based selection of communities within Kharkivska, Dnipropetrovska and Mykolaivska oblasts, covering the following contextual aspects:

- IDP density and displacement dynamics.
- Security and access considerations.
- Diversity of local actors and services.

The study should include analysis at *macro*-, *meso*-, and *micro*-levels, encompassing policy frameworks, institutional arrangements, local capacities, community-level conditions, and beneficiary perspectives.

5. Key Guiding Questions

The study is expected to address the following questions (non-exhaustive):

Regarding the context and problem analysis:

¹ <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>

- To what extent does the proposed project address the priority needs of IDPs and host communities in Kharkivska, Dnipropetrovska, and Mykolaivska oblasts?
- How is the situation expected to evolve during the planned implementation period, and what implications does this have for the feasibility of achieving the Logframe targets?
- To what extent do local economic conditions (employment opportunities, business environment, service availability) support the achievement of the planned outcome?
- Are there geographic, social, or administrative barriers that may limit access of the target groups to project services?
- Are there differences between communities in Kharkivska, Dnipropetrovska, and Mykolaivska that may require differentiated implementation approaches or target adjustments?
- What factors may influence participation, retention, or completion rates among beneficiaries?
- What synergies with other projects/areas of intervention can be envisioned in the area, either by local authorities, the business community, or other humanitarian or development actors?

Regarding the project design and logic:

- Are the planned outputs at an appropriate scale to realistically contribute to the expected outcome?
- Are there external dependencies (e.g. public services, market demand, regulatory conditions) that are critical for the success of the intervention?
- Does the design adequately consider the time required for behavioural, economic, or institutional change reflected at outcome level?
- Are sequencing and timing of activities appropriate to achieve the planned results?
- Are there design elements that may create implementation bottlenecks or delays?
- Is the project designed to achieve a sustainable, long-term impact for the beneficiaries and/or public institutions and/or the market in targeted locations?

Regarding the project stakeholders and partnerships:

- To what extent are local authorities willing and able to support or institutionalise project-supported services or approaches?

- Are roles and responsibilities of key stakeholders clearly defined and operationally feasible?
- Are there risks related to stakeholder turnover, political changes, or institutional instability?
- How inclusive is stakeholder engagement, particularly regarding vulnerable or marginalised groups?
- What incentives exist for stakeholders to actively support achievement of the Logframe results? **Regarding the risks and opportunities:**
- Which risks are most critical for achieving outcome-level results and Logframe targets?
- What early warning indicators could signal that key assumptions are no longer valid?
- What operational flexibility mechanisms should be considered to respond to contextual changes?
- Are there risks related to low beneficiary uptake, drop-out, or limited utilisation of services?
- What contextual opportunities could enhance effectiveness, scaling potential, or sustainability?
- What mitigation measures can reduce the impact of these risks?

6. Study Evaluation Criteria

The study should assess the project against the OECD DAC evaluation criteria. The criteria serve as the core analytical framework for determining whether the proposed intervention is feasible for achieving sustainable results under the given contextual conditions.

Relevance

The study should address the following key questions:

- To what extent do the planned outputs and services respond to the most pressing barriers faced by the target groups in achieving improved socio-economic integration?
- Are the selected target groups and geographic areas appropriate in relation to the problem analysis and expected results defined in the Logframe?

- Are eligibility and selection criteria likely to reach the most vulnerable and relevant beneficiaries?
- To what extent do the proposed interventions reflect beneficiaries' preferences, capacities, and motivation to participate?
- Are there socio-cultural, economic, or administrative factors that may limit participation or reduce the relevance of certain activities?
- How well do the planned targets correspond to the actual size and absorptive capacity of the target population?
- Are cross-cutting priorities (gender equality, inclusion of persons with disabilities, age considerations, protection, conflict sensitivity) adequately reflected in the planned results and indicators?
- To what extent is the intervention appropriate given possible contextual changes up to 2028?

Coherence

The study should focus on the following questions:

- To what extent does the proposed intervention complement existing public services, labour market programmes, or social support mechanisms?
- Are coordination mechanisms with local authorities, service providers, and other actors sufficient to support implementation at the planned scale?
- How well are referral pathways integrated into existing local systems?
- Are there risks of duplication, competition for beneficiaries, or overlap with similar interventions?
- To what extent does the project design strengthen local systems rather than create parallel structures?
- How well does the intervention align with national and local recovery, integration, or economic development strategies?
- Are there opportunities for operational or strategic synergies that could increase effectiveness or efficiency?

Effectiveness

The study should assess whether the proposed project design is likely to achieve its intended objectives and propose answers for the following questions:

- Are the expected outcome-level changes realistic within the planned implementation period?
- Are the planned output quantities sufficient to generate the intended outcome-level effects?
- What assumptions are made regarding beneficiary participation, completion, and success rates, and are these realistic in the given context?
- What contextual or behavioural factors may limit the conversion of outputs into outcomes?
- Are external enabling conditions (e.g. labour market demand, availability of services, institutional cooperation) sufficient to support achievement of the outcome?
- Are there risks that certain outputs will not translate into meaningful improvements for beneficiaries?
- Which implementation quality factors (targeting, follow-up support, coordination, timing) will be critical for achieving the intended results?
- Are the proposed indicators and targets adequate to capture meaningful outcome-level change?

Efficiency

The study should assess the efficiency of the proposed intervention by examining the following questions:

- Are the planned resources (financial, human, and logistical) adequate and proportionate to the scale of outputs and targets defined in the Logframe?
- Is the planned geographic coverage operationally feasible within the proposed timeframe?
- Are staffing levels and technical capacities sufficient to deliver the planned activities at the required quality and scale?
- What operational constraints (security, access, procurement delays, staff turnover, administrative requirements) may affect timely implementation?
- Are the proposed implementation modalities (delivery channels, partnerships, service models) operationally realistic under current conditions?
- Could alternative delivery approaches improve cost-efficiency or operational feasibility?

- Are there risks of underutilisation of services or lower-than-planned outreach that could reduce efficiency?
- What factors could lead to implementation delays or cost overruns?

Impact

The study should analyse the following key questions:

If the Logframe targets are achieved, what broader changes can realistically be expected at community or local system level?

- To what extent could the intervention contribute to improved social cohesion between IDPs and host communities?
- What potential multiplier effects (economic, institutional, social) could result from the intervention?
- What risks exist that benefits remain limited to individual participants without generating wider structural change?
- Could the intervention unintentionally create negative effects such as market distortion, dependency, exclusion, or social tensions?
- Which contextual or design factors would enable scaling, replication, or integration of successful approaches into local systems?
- Are the expected higher-level changes (impact level) realistic given the project duration and scope?

Key question: *What meaningful changes can the project realistically deliver beyond immediate outputs?*

Sustainability

The study should assess the likelihood that project outcomes will be sustained beyond the implementation period by analysing the following questions:

- Which outputs and outcome-level changes are likely to continue after project completion, and which depend on continued external support?
- Are local authorities, service providers, or private sector actors willing and able to continue key services or practices introduced by the project?
- What financial mechanisms or incentives could support continuation of results?
- To what extent does the project design promote ownership among local stakeholders and beneficiaries?

- Are there institutional, regulatory, or market barriers that may threaten long-term sustainability?
- What behavioural or capacity changes are required for sustained results, and are these realistically achievable within the project period?
- Which elements of the intervention have the highest sustainability potential and which carry the highest risk of discontinuation?
- What design adjustments would significantly increase the likelihood of long-term continuation and scaling?

7. Methodology

The service provider is expected to propose a robust mixed-methods methodology, including but not limited to:

- Desk study of relevant documents, policies, assessments, and evaluations.
- Qualitative data collection by applying participatory approaches, e.g. Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), involving beneficiaries, local authorities, and service providers, etc.
- Physical observation by conducting field visits to sampled communities (subject to security conditions).

The proposed methodology must be conflict- and gender-sensitive, in line with the 'Do No Harm' principle, and proportionate to the scope and complexity of the planned intervention.

8. Deliverables and Reporting Requirements

To perform the assignment a service provider should deliver:

- 1) Inception note in the format of a PowerPoint Presentation, including proposed methodology, sampling approach, timeline, etc., to be presented at an inception meeting.
- 2) Draft of the FS report.
- 3) Final FS report, not exceeding 30 pages (excluding annexes), composed in line with BMZ/Bengo requirements².

² https://bengo.engagement-global.de/files/2_Mediathek/Mediathek_Microsites/bengo/Service/Dokumente/Handreichungen/en/guideline-for-conducting-feasibility-studies.pdf

4) Executive summary highlighting key findings and recommendations.

Furthermore, the final report should include the following elements:

- List of the used abbreviations.
- Purpose and objectives of the study.
- Information on the used methodology, including data collection methods and tools, data verification, validation of results, as well as limitations.
- Context and Problem Analysis.
- Risk Analysis.
- Stakeholder Analysis.
- Evaluation of the proposed project design against OECD DAC criteria.
- Conclusions and concrete recommendations for optimising the project design, including activities, logical framework, indicators, monitoring and evaluation, etc.

7. Timeline

Deliverable dates shall be proposed by an applicant in accordance with the proposed milestones and deliverables specified in the table below.

Indicative milestones	Deliverables	Responsible Person(s)	Date
1) Tender announcement	ToR	AN	February 17, 2026
2) Submission of Requests for clarification	Request for clarification	Applicant	February 26, 2026
3) Submission of offers	Offer	Applicant	March 03, 2026
4) Notification of award to a selected applicant and signing a contract	Notice	AN	March 09, 2026
5) Inception Meeting	Online or in-person meeting	AN and Service provider team	March 10, 2026
6) Submission of the study design and work plan	Study design	Service provider	March 11, 2026
7) Conducting FS	Study	Service provider	March 11-March 31, 2026
8) Submission of a draft of the report	Draft	Service provider	March 31, 2026
9) Presentation of the FS findings and recommendations	In-person meeting in Kyiv	Service provider	April 01, 2026
10) Submission of a final FS report	Report	Service provider	April 06, 2026

8. Roles and Responsibilities

The service provider is responsible for the independent design and implementation of the FS, including data collection, analysis, and preparation of all deliverables.

Meanwhile, AN is responsible for the timely provision of relevant background documents and review deliverables. Also, AN will facilitate stakeholder access where feasible.

9. Required Qualifications of the Service Provider

The call is open to:

- Consultancy companies.
- Individual consultants.

Applicants must demonstrate:

- Proven experience in conducting studies and/or analytical assignments for development or humanitarian projects, with a sectoral focus on displacement, livelihoods, social integration, and/or community-based interventions.
- Solid methodological competencies in conducting qualitative and mixed-methods research.
- Strong contextual knowledge of the Ukrainian crisis.
- Ability to organise and conduct research independently and deliver high-quality analytical reports in English.

10. Independence and Ethical Standards

The study must be conducted by independent experts with **no conflict of interest** related to the planned project.

While performing the assignment, the service provider should adhere to ethical research standards, data protection requirements, and principles of confidentiality and informed consent.

11. Application Procedure

Interested applicants should submit:

- Technical Proposal outlining methodology, timeline, and team composition.
- Financial Offer, including all costs required for performing the assignment.
- CV(s) and references.

12. Selection Procedure

The selection process will include the following stages:

1. Eligibility check.
2. Technical evaluation (min. threshold).
3. Financial evaluation.
4. Final scoring & award decision.

13. Eligibility criteria

Offers failing to meet any of the eligibility criteria **will not be considered** for further evaluation and will not proceed to technical or financial scoring. More details on the eligibility criteria are provided below.

14. Evaluation Criteria

Submitted offers will be evaluated based on the following criteria:

- Technical quality and methodological soundness.
- Cost-effectiveness and alignment.

Evaluation Grid

Section	Criteria	Max. Points
1. Technical Proposal	Quality, methodology, experience	60
2. Financial Offer	Cost-effectiveness, budget clarity	40
TOTAL		100

Technical Proposal (60 points)

The minimum required technical threshold is **45 points**. Only proposals meeting the minimum technical threshold will be considered for financial evaluation.

1) Methodology and Analytical Framework (30 points)

Sub-criteria	Description	Max. Points
Methodological soundness	Appropriateness and robustness of the proposed mixed-methods approach	5

Sampling approach	Feasibility and justification of the sample-based approach within the target oblasts	5
Data collection	Appropriateness of participatory methods (KIIs, FGDs, desk review, etc.)	5
Ethical considerations	Conflict- and gender sensitiveness, Do No Harm, protection, etc.	5
Alignment	Clear reference to OECD DAC criteria and BMZ feasibility requirements	5
Feasibility	Feasibility of the methodology within the available timeframe, access, and security considerations.	5

2) Experience and Qualifications (20 points)

Sub-criteria	Description	Max. Points
Relevant experience	Proven experience conducting feasibility studies or similar analytical assignments	5
Thematic expertise	Expertise in displacement, livelihoods, social integration, and community-based interventions	5
Contextual experience	Experience in Ukraine or comparable conflict-affected / displacement contexts	5
Analytical capacity	Evidence of strong analytical and reporting skills	5

3) Work Plan and Deliverables (10 points)

Sub-criteria	Description	Max. Points
Work plan & timeline	Realistic timeline with clear milestones	5
Deliverables quality	Clarity and compliance with BMZ/Bengo reporting requirements	5

Financial Offer (40 points)

Sub-criteria	Description	Max. Points
Cost-effectiveness	Overall value for money in relation to scope and quality	25
Budget clarity	Transparency and clarity of the budget breakdown	15

The contract will be awarded to the proposal with the highest total score, which is the sum of the Technical Proposal and Financial Offer.

15. Payment Modality

Payment will be made in Ukrainian Hryvna to the service provider bank account as follows:

- 1) **30%** upon signing the contract.
- 2) **50%** upon submission of the draft of the FS report.
- 3) **20%** upon submission and approval of the final FS report, including all necessary annexes.

16. Annexes

- 1) Project Concept Note.
- 2) Declaration of Absence of Conflict of Interest.