



5th September 2024

By email

Request for Proposal: Visioning and Donor Mapping for Christian Aid Partners - Ukraine programme

Your organisation is invited to submit a proposal for the supply of Visioning and Donor Mapping for Christian Aid Partners - Ukraine programme

The following information and response templates are enclosed with this letter and should be treated as Confidential:

- Document 1 – Guidance and Instructions for responding to the Request for Proposal (RfP)
- Document 2 – Background and Service Specification
- Document 3 – Code of Conduct for Suppliers
- Document 4 – Bidder Declaration Form (see attachment)
- Document 5 – Supplier Reference Check Authorisation Form (see attachment)
- Document 6 – CA Standard Consultancy Terms & Conditions (see attachment)

The closing date for completed responses is **17:00 BST 18th September 2024**. It is the responsibility of the tenderer to ensure that offers are received by this time, Tenders received after this time shall not be considered.

Please acknowledge receipt of this Invitation to Tender.

Yours faithfully,

Judy Pang

Programme Manager - Ukraine Response



Document 1 –

Guidance and Instructions for responding to the Request for Proposals (RfP)

Please read and understand these instructions before responding, to ensure that your tender meets our requirements. Christian Aid reserves the right to refuse non-compliant tenders.

Only information provided as a direct response to the questionnaires will be evaluated. Potential suppliers should respond to the questionnaires on the basis that Christian Aid has no prior knowledge of their organisation. Information and detail which forms part of general company literature or promotional brochures etc. will not form part of the evaluation process.

Key dates

These dates are indicative only and may need to be changed during the tender process. We will inform all bidders of any changes as these are known.

Activity	Date
Issue ITT	5 th September 2024
Deadline for submitting clarification questions	1pm 10 th September 2024
Response to clarification questions	COB 12 th September 2024
Closing date for completed tenders	17:00 BST 18th September 2024
Brief Interview	19/20 th September 2024
Select supplier, Finalise & Agree contract	w/c 23 rd September 2024

Communications

- i) **Completed tenders** must be returned to Procurement@christian-aid.org and must include:
 - a. Your Proposal
 - b. Supplier Reference Check Authorisation Form
 - c. Signed Bidder Declaration Form
- ii) **Clarification questions** regarding the tender documents or process must be made in writing by email to Procurement@christian-aid.org by 1pm 10th September 2024.

Clarification questions will be responded to by 12th September 2024. All clarification questions and responses will be anonymised and compiled into a single file and shared with all bidders on a timely basis.

Format

Proposals should be submitted in PDF format. Additional or alternative offers may be made in an alternative format, however, these must be in addition to the completed templates not instead of.

No promotional information to be sent unless specifically requested.

Documents requiring signature should be signed with eSignature software or by hand and scanned as PDF.



CA Standard Consultancy Terms & Conditions

The resulting contract will be on the Christian Aid standard Terms & Conditions included within this pack. As part of your submission, please review and identify if there are any clauses that you would need to amend, why and your proposed amendment.

Evaluation Panel

Compliant bids will be evaluated by a cross-functional panel comprising key people from the following teams/functions:

- Christian Aid Ukraine Programme team
- Christian Aid Programme Funding Team
- Alliance for Public Health Humanitarian Team
- Blythswood Care response team

Following the evaluation, the highest scoring bidders will be shortlisted for brief interview at which bidders should demonstrate why they are the best option for Christian Aid, and Christian Aid will question elements of the proposal in order to further substantiate the bid.

Shortlisted bidders will be contacted as soon as possible to agree a date and time for the brief interview.

Selection

Christian Aid intends to select a single provider for the services described within the specification.

Please note these are indicative time and may be subject to change as we progress through the procurement process.

CA reserves the right not to award the services as a result of this process.

Document 2 – Background and Services Specification

1. Background

1.1 About Christian Aid

Christian Aid is a Christian organisation that insists the world can and must be swiftly changed to one where everyone can live a full life, free from poverty. We work globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith or nationality. We are part of a wider movement for social justice. We provide urgent, practical and effective assistance where need is great, tackling the effects of poverty as well as its root causes.

We are the international development and advocacy agency for 41 sponsoring churches in Britain and Ireland, and part of the church community worldwide. The work we do reaches people and communities of all faiths and none. The way we operate is through a partner model, as we believe we can achieve even more when we team up with others who are already working within the communities we support.

1.2 Consultancy assignment background

The Christian Aid Ukraine Programme started after the full-scale Russian invasion of Ukraine on 24th February 2022, in response to the large-scale humanitarian crisis. With no pre-existing presence in the Ukraine, Christian Aid worked with Act Alliance Members, Swiss Interchurch Aid (HEKS/EPER - in Romania, Moldova, Hungary and Ukraine) and Hungarian Interchurch Aid (HIA - in Ukraine) to establish a programme, then established relationships with local and national networks in the first 3 months of the war. Our current partnerships are:

- *Alliance for Public Health (APH) a Ukrainian organisation working with a network of Civil Society Organisations (CSO's) across the country. Through our programme we worked through APH with 26 of these small CSOs.*
- *Blythswood Care (BC) Romania, and through them:*
 - i) *Heritage Ukraine (HU) – a small faith based CSO based in Odesa*
 - ii) *Light of Reformation (LOR) – a small faith based CSO based in Ternopil*
 - iii) *Serve Now (SN) – a small faith based CSO based in Irpin*

The Christian Aid programme's main funding has been through the Disasters Emergency Committee (DEC), which is coming to an end in 2025 leaving a large funding shortfall. This consultancy is part of a transition period in which Christian Aid is scaling down activities and potentially looking towards a sustainable exit, whilst also looking at diversification of funding. Christian Aid is seeking a consultant to conduct a comprehensive but tailored country-specific donor scoping exercise, preceded by a future visioning exercise with a view to identify and secure new funding streams. The aim of this exercise is to support Christian Aids' partners to navigate this new landscape, focus on their core strengths and vision and identify alternative funding. This future landscape should include partners working with Christian Aid as partners, in consortiums or as lead agencies themselves in various fora and sectors. It should also include partners working independently of Christian Aid. All partners are unique in their individual needs, therefore the consultant will be required to do this exercise at the following levels whilst keeping in mind the potential overlaps and opportunities for collaboration with Christian Aid:

- a. APH level – working with APH to refine their humanitarian strategy then link this to potential donors that they can approach either independently or with Christian Aid support or collaboration.

- b. Blythswood Care level – working with Blythswood Care Romania and Scotland to develop a future vision and funding strategy, independently or with Christian Aid’s support or collaboration.
- c. Local CSO level – working with Heritage Ukraine, Light of Reformation and Serve Now to develop a future vision and funding strategy, both with Christian Aid, Blythswood and independently.

2. Objectives

Specifically, the consultant will lead the visioning and donor mapping process with a view to:

- a. Support Christian Aid partners (APH, BC, HU, LOR, SN) to develop and articulate their vision for the next two years of their response to the evolving situation in Ukraine.
- b. Identify new funding opportunities at each type of organisation and the overlaps and opportunities for possible joint funding applications.
- c. Recommend follow-up actions including programme funding recommendations for all partners.

3. Scope and Geographic Coverage

The assignment will run for approximately 35 days (over a period of 3 months) and focus on the following:

- a. Working individually with each partner, review their current strategies (these may exist as documents, but may not) and lead a visioning exercise to help develop and articulate these ideas in a form agreed with each partner.
- b. A comprehensive donor mapping exercise that explores both grants and commercial opportunities for all levels, looking at partners traditional donor base as well as opportunities from less traditional sources – such as corporations, trusts, foundations, impact investors, private sector actors and potential high net-worth individuals. This detailed analysis of donor architecture (looking at national, regional and global levels) should identify various new streams of funding and donors who could be influenced to consider supporting partners’ work. Questions to be considered with partners include:
 - i. What is your short-term, medium-term and long-term funding target?
 - ii. What is the target split? (unrestricted/restricted)
 - iii. Which projects/programmes/thematic areas do you need funding for?
 - iv. Which areas are new/innovative/might attract funding?
 - v. What are the no-go areas of your funding policies?
 - vi. What type of donors are you looking for?

A separate mapping should be produced for each partner – APH, BC, HU, LOR, SN.

- c. Propose a donor engagement plan for each organisation for the next 2 years, outlining priorities, based on the research and donor mapping.
- d. Review the Christian Aid Ukraine team strategy and draft exit strategy, inputting into the draft exit strategy with recommendations around future funding with partners as appropriate. Review existing CA Ukraine donor mapping and research as background to the partner mapping. Background and guidance from the Christian Aid Programme Funding team and Trust and Foundations teams can be provided through online meetings.

4. **Implementation schedule and estimated inputs-** (Note that this may be adjusted in the final agreement.

DELIVERABLES	TIMEFRAME/DEADLINE
Deliverable a) 5 Future vision documents (APH, BC, HU, LOR, SN)	
<ul style="list-style-type: none"> Desk review of relevant existing organisation documents, and meet with each organisation, either online or in person, to facilitate a discussion on future vision. <ul style="list-style-type: none"> APH – 2 days BC,HU,LOR,SN – 1 day each <p>Estimated Number of Days – 6</p>	<ul style="list-style-type: none"> Late September 2024
<ul style="list-style-type: none"> Incorporate input and share vision documents <p>Estimated Number of Days – 6</p>	<ul style="list-style-type: none"> Early October 2024
Deliverable b) 5 Donor mapping documents (APH, BC, HU, LR, SN)	
<ul style="list-style-type: none"> Review Christian Aid’s existing donor mapping and Trust and Foundations list as a base for the exercise, including meetings with key Christian Aid funding teams. <p>Estimated Number of Days – 1</p>	<ul style="list-style-type: none"> Late September 2024
<ul style="list-style-type: none"> Map funding opportunities (both grants and commercial opportunities) related to traditional donors, corporations, foundations, and potential high net-worth individuals at national, regional and global levels. <p>Estimated Number of Days – 5</p>	<ul style="list-style-type: none"> Mid October 2024
<ul style="list-style-type: none"> Presentation of main findings, followed by interactive session for each partner organisation (5 online meetings) <p>Estimated Number of Days – 1</p>	<ul style="list-style-type: none"> Late October 2024
<ul style="list-style-type: none"> Incorporate input and share report documents contextualised to each partner. <p>Estimated Number of Days – 5</p>	<ul style="list-style-type: none"> Late October 2024
Deliverable c) Donor engagement plan for each organisation:	
<ul style="list-style-type: none"> Development of an overarching capacity statement for each organisation to be used for donor engagement. <p>Estimated Number of Days – 5</p>	<ul style="list-style-type: none"> Early November 2024
<ul style="list-style-type: none"> Develop donor engagement plan for each organisation. <p>Estimated Number of Days – 5</p>	<ul style="list-style-type: none"> Mid November 2024
<ul style="list-style-type: none"> Debrief and recommendations for Christian Aid key staff <p>Estimated Number of Days – 1</p>	<ul style="list-style-type: none"> Mid November 2024
Total number of days – 35	

The consultant will work in close collaboration with the relevant Christian Aid and partner staffs. The consultant is expected to review all relevant secondary material and conduct appropriate primary data collection, internally and externally, prior to formulating the donor scoping documents for a) and b), as well as the donor engagement plan for c).

The raw data for the scoping exercise should be provided as an excel sheet or as a word document, in a template that will be agreed upon at the start of the assignment.

5. Requirements

Your proposal should cover but not limited to the following elements:

- a. Organisational
 - Overall approach to conduct the donor mappings
 - Overview of yourself/your organisation and details of your capabilities, especially in fundraising, resource mobilisation and donor engagement
 - Experience in working with donors in an international context especially major donors, private foundations, bi-lateral and multi-lateral donors, UN agencies, trusts and other institutional donors relevant to Ukraine
 - Experience in planning funding initiatives, development of resource mobilisation strategies and implementation of such strategies
 - Knowledge of the humanitarian and development aid sectors and understanding of the unique political challenges involved in fundraising for this work in Ukraine.
- b. Language skills
 - Demonstrate your skills and experience in report writing
 - Fluency in written and spoken English and/or Ukrainian (Ukrainian Language skills are desirable, but not essential)
- c. Details of your environmental and ethical policies and how they will apply to your work on this project
- d. Audited financial statements for the last three years (applicable for company only)
- e. Detailed cost with breakdown and payment schedules (if applicable)
- f. Two references
 - Please complete Document 5 – Supplier Reference Check Authorisation Form to provide contact details of two referees who must be your previous or current clients
 - Referees will be contacted if you/your organisation is shortlisted

For any candidates who do not feel that meet the essential requirements as written, but can demonstrate these competencies in other ways, please do apply.

6. Evaluation Criteria

Proposals will be evaluated on the basis of best value for Christian Aid as a combination of commercial affordability, quality of service provision and technical capability. Specifically, the evaluation criteria will include but not limited to the following:

- Understanding of the requirements and technical approach/methodology
- Relevant experience and expertise
- Knowledge of Ukraine and region
- Price competitiveness and value for money



Document 3 – Code of Conduct for Suppliers

ETHICAL STANDARDS

We strive to purchase and source goods, services and works which are produced and delivered under conditions that do not involve the abuse or exploitation of any persons.

We look to work in partnership with suppliers to ensure that:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected
- Working conditions are safe and hygienic
- No exploitation of children
- Living wages are paid
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment is allowed
- Safeguards are in place to protect against human trafficking

Specifically, we will not enter any procurement relationship with companies that have:

- Significant Involvement in the arms trade
- Extracted harsh and inequitable payments from developing countries for debts (Debt Relief (Developing Countries) Act 2010)
- Inhibiting access to affordable medicine according to the WHO Model Lists of Essential Medicines
- Tobacco marketing in developing countries
- Significant involvement in the alcohol industry
- Significant involvement in gambling
- Significant involvement in pornography
- Insufficient safeguards to end the use of conflict minerals where applicable (Kimberley Process/EU Regulation)
- Involvement in terrorism

ENVIRONMENTAL STANDARDS

We strive to purchase and source goods, services and work, which have the least negative impact on the environment.

We make procurement decisions and look to work in partnership with suppliers to ensure that:

- Environmental, Social and Governance (ESG) issues are at the forefront of good corporate governance.
- Purchasing decisions are based on whole life principles to purchase more durable products with a longer life-span and maximising environmental sustainability
- Undue and unnecessary use of materials is avoided, and recycled materials used whenever possible. Effective controls of waste in respect of ground, air and water pollution are adopted. In the case of hazardous materials emergency response plans are in place.
- Processes and activities are monitored and modified as necessary to ensure the conservation of scarce resources, including water, flora and fauna and productive land.
- All production and delivery processes, including the use of heating, ventilation, lighting, IT systems and transportation, are based on the need to maximise efficient energy use and to minimize harmful emissions.

We expect our suppliers to comply with all statutory and other legal requirements relating to the environmental impacts of their business. We encourage our suppliers to be accredited to the relevant ISO standards.

If we work in partnership with a supplier in good faith but subsequently discover unacceptable practices either at the supplier or within the supplier's supply chain we will engage with the supplier constructively to address identified weaknesses.