

June 25, 2026

**Technical Specifications for the Procurement of
of organizational development mentoring for civil society organizations**

The charitable organization “CHARITABLE FOUNDATION ‘RIGHT TO PROTECTION’” (hereinafter referred to as the Foundation) is implementing the project “Strengthening Community Capacity through Localized Actions and Multisectoral Emergency Support in the Southern and Eastern Regions of Ukraine,” which is carried out within the framework of the multi-donor project “Empowering War-Affected Communities in Ukraine through Local Initiatives (EMPOWER),” funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) in collaboration with the European Commission’s Directorate-General for Civil Protection and Humanitarian Aid, and implemented by the German Society for International Cooperation (GIZ) GmbH

The project aims to strengthen the organizational capacity of civil society organizations (CSOs) working in the field of humanitarian response with vulnerable population groups and internally displaced persons (IDPs) through mentoring and networking to ensure sustainable and effective operations.

Service being procured: mentoring support for the organizational development of civil society organizations (hereinafter referred to as CSOs).

Service delivery format: online, with the possibility of in-person field trips. Field trips will be conducted taking into account the current security situation and in coordination with the security department of the “Right to Protection” Charitable Foundation in the following regions: Zaporizhzhia, Mykolaiv, Kherson, Dnipropetrovsk, Kyiv, Odesa, Lviv, and Ivano-Frankivsk.

Service period: August 2026 – March 2027

Geographic scope of project participants: Zaporizhzhia, Mykolaiv, Kherson, Dnipropetrovsk, Odesa, Kyiv, Ivano-Frankivsk, and Lviv regions.

Number of service providers: Up to 4 winners will be selected under this tender.

Workload per service provider: As part of the project, the service provider is expected to provide consulting and mentoring support to 7 civil society organizations (CSOs).

Mentoring support will be provided online and must include in-person consultations with civil society organizations directly in the regions where they operate. The consultant is required to travel to the CSO’s location to conduct face-to-face meetings to provide recommendations, as well as to organize networking events, experience-sharing sessions, and similar activities.

Maximum engagement period for a single service provider: up to 196 calendar days, with each day not exceeding 8 hours of working time. Payment will be made upon completion of services in accordance with a time-sheet report detailing the time spent on service delivery, with hourly tracking of task completion.

I. Technical Specifications for the Service Being Procured (to be considered an indicative preliminary estimate):

No.	Description of Activities	Number of days, per 1 CSO	Total number of days, calculated per 1 supplier/7 OGS
1	Preparation for conducting a mentoring interview (studying the methodology, familiarizing oneself with the questionnaires, the dashboard, and the collected data on CSOs)	up to 1 day	up to 7 days
2	Preparing CSO files, developing and coordinating schedules for mentoring interviews to conduct an initial assessment of selected CSOs. Conducting mentoring interviews.	up to 2 days	up to 14 days
3	Analysis of the collected information. Preparation of the mentoring report	up to 1 day	up to 7 days
4	Development of short- and long-term recommendations for the organizational development of CSOs	up to 1 day	up to 7 days
5	Development of a draft Action Plan to strengthen CSO capacity	up to 1 day	up to 7 days
6	Presentation of the draft Action Plan and its coordination with CSO leadership	up to 1 day	up to 7 days
7	Providing advisory assistance in implementing the agreed-upon Action Plan (conducting consultations, scheduling meetings, monitoring document preparation, developing necessary policies, strategies, recommendations, and other materials)	up to 9 days	up to 63 days
8	Final assessment of CSOs based on the approved methodology	up to 1 day	up to 7 days
9	Analysis of the collected information. Preparation of the final mentoring report	up to 2 days	up to 14 days
10	Assistance in establishing networks between partner CSOs and potential partners among other CSOs	up to 1 day	up to 7 days
Total:		up to 20 days	up to 140 days
Additional tasks			
11	Participation in a joint event with partners from 6 regions (moderating thematic sessions, presenting interim project results, etc.)	up to 2 days	up to 2 days
12	Participation in the final conference (presentation of project results)	up to 2 days	up to 2 days
13	Conducting group sessions for CSOs on specific topics	up to 2 days	up to 2 days
14	Participation in 7 exchange visits to CSOs (including 1 visit to a CSO partner)	up to 1 day	up to 7 days
15	Preparation of reports and presentation of the results of the Mentoring Program	up to 2 days	up to 14 days
16	Coordination of the work of additional specialists (assistance in scheduling meetings, monitoring document preparation, recording the provision of consultations, etc.)	up to 1 day	up to 7 days
17	Supporting the WhatsApp group (keeping CSOs informed about events, promptly answering questions, etc.)	up to 2 days	up to 2 days
18	Other relevant tasks upon additional request and agreement	up to 20 days	up to 20 days
Total days (for additional tasks):		up to 32 days	up to 56 days
Total days of activity per mentor:		up to 52 days	up to 196 days

The number of days required to complete each implementation phase may change during the course of the project and is agreed upon and approved directly with the Fund's project manager.

It is tentatively expected that the total number of working days for a single service provider across all CSO clients assigned to them will not exceed 196 calendar days.

IMPORTANT: All working days must be confirmed by a Time Sheet for Services Rendered. The Time Sheet for Services Rendered must be prepared in accordance with the template provided by the Fund and must include, at a minimum, the date, the number of hours worked, and a description of the service provider's activities for the hours worked.

II. Reporting.

The service provider shall regularly report on its activities to the relevant Fund project manager, the coordinator of the program to strengthen the capacity of local organizations, and, upon request, to other involved specialists or individuals at the Fund.

Reporting includes (but is not limited to) the following documents:

- A report on time spent providing services;
- Materials from the initial assessment of CSO organizational capacity in accordance with the approved methodology (including the CSO profile, questionnaire analysis, and a descriptive report on the assessment results for each CSO);
- Short-term and long-term recommendations for CSO development;
- Action plans for CSO capacity building;
- Materials from capacity-building activities conducted for CSOs (consultations, trainings, seminars, master classes, workshops, etc.)
- Report on the implementation of the Action Plan and individual assistance provided to CSO partners;
- Materials from the final assessment of CSO organizational capacity in accordance with the approved methodology (including a CSO profile, questionnaire analysis, and a descriptive report on the assessment results for each CSO);

A report on the results of the work performed, including recommendations for further work.

The above-mentioned documents shall be submitted by service providers no later than 5 days after the relevant task has been completed in accordance with the agreed Service Delivery Schedule.

III. Reimbursement for travel, meals, and lodging.

When providing services to CSOs in an in-person format, the rental of premises for consultations, meals, travel, and lodging for the service provider are **NOT** provided and **NOT** covered by the Fund if the service provider resides in the same locality as the CSO. The only exceptions are the stage of a joint event with partners or trips to the CSO's location if the service provider is based in a different locality. Reimbursement of travel and accommodation expenses is based on supporting documents. Per diem allowances are **NOT** paid.

Services may be provided at the CSO's premises or at the premises of the regional office of the Charitable Organization "Right to Protection" Foundation.

Payment for services rendered will be made monthly based on an invoice, a signed service report, and a time sheet detailing the time spent providing services, in accordance with a form agreed upon with the service provider.

Payment is made by wire transfer to the contractor's bank account. If a contract is concluded with an individual entrepreneur (IE), the contractor must be a single-tax payer in Group 3 and provide the relevant registration documents.

The participant is responsible for paying all taxes, fees, or other mandatory payments required by Ukrainian law.

IV. Requirements for Submitting Proposals

The proposal must be written **in Ukrainian**.

Please submit the following set of documents, which must include:

1. The contractor's contact information;
2. A resume with a detailed description of relevant experience over the past 5 years, specifying the positions held and duties performed;
3. Degree certificate and professional certification(s).

4. Samples of developed instructional materials (methodologies, assessment forms, reports, recommendations, training programs, newsletters, manuals, etc.), as well as mentoring and training programs. Submit in PDF, Word, Excel, PowerPoint, or other formats that are accessible for general viewing. Materials in which the participant served as a co-author, editor, or reviewer will also be considered. The Foundation guarantees the confidentiality of the materials received and will not disclose them to third parties;
5. A description of the areas of professional specialization in which the applicant can serve as a consultant, specifying their experience in providing organizational development consulting (strategic planning, fundraising, development of internal policies, human resources management, etc.).
6. Letters of recommendation and letters of appreciation from civil society organizations, businesses, or government agencies related to the objectives of this project.

V. Summary of the Competition

The evaluation of tender proposals will consist of 70% technical evaluation and 30% price evaluation.

EVALUATION SCALE FOR CRITERIA			
	Compliance with Criteria	EVALUATION METHODOLOGY	Maximum Points per Requirement
1	The candidate must hold a higher education degree.	5 points: Master's degree or Specialist degree in the fields of communications, marketing, management, nonprofit management, public administration, law, or other humanities, finance, economics, etc. 3 points: Bachelor's degree in the fields of communications, marketing, management, nonprofit management, public administration, law or other humanities, finance, economics, etc. 0 points: No higher education OR no information provided regarding education or copies of diplomas OR the Contractor's education is completely irrelevant to the Client's requirements	5
2	Resume. The Participant must provide a detailed resume of the Contractor. The resume will be evaluated for its substance, including a description of experience and acquired skills.	12 points: Demonstration of detailed information in key areas and tasks specified in the request, including a detailed description of responsibilities, skills, achievements, materials developed, and training sessions/webinars/educational sessions and mentoring programs conducted during the period of experience. Information is provided on the number and types of trainings, consultations, seminars, webinars, and mentoring sessions that the Contractor facilitated as a mentor; the number of participants; the geographic distribution of participants; the topics covered; the number of events organized simultaneously; whether online and offline events, what documents were prepared for these events, what reports were generated, which online platforms they have experience using (Google Drive, social media, CRM systems, Zoom, etc.), whether they have experience collaborating with external consultants/trainers, and how many specialists they had to work with simultaneously, etc. The resume is up-to-date and contains information on the specialist's activities covering at least the last 5 years. 8 points: Demonstration of general information in key areas and tasks related to the request. Work experience and key areas of expertise are listed without additional details regarding skills, achievements, or methodologies, scope of work, or results, etc. The resume is up-to-date and contains information on the specialist's activities for at least the last 3 years. 3 points: A resume is provided that lacks up-to-date experience from the past 3 years in the areas and tasks specified in the request, but reflects the contractor's prior experience in performing similar tasks. 0 points: No resume was provided, or the experience is not relevant to the scope and tasks of the request.	12

3	The contractor has provided materials confirming their experience	15 points — The contractor has provided a large amount of materials that fully confirm their experience in conducting or facilitating training sessions, webinars, seminars, and consultations: presentations, instructions, document templates, developed methodologies, manuals, etc. 10 points – The materials provided are indirectly related to the topic but demonstrate the contractor’s ability to perform similar tasks. 5 points – Few materials were provided (1–2); the materials provided are not relevant to the subject of the request or do not demonstrate the contractor’s ability to perform similar tasks. 0 points – The contractor has not provided any materials, or the materials provided are not relevant to the topic of the request or do not confirm the contractor’s competence to perform the specified tasks.	15
4	Interview The contractor participated in the interview	15 points: The participant joined the meeting on time, is familiar with the subject of the tender announcement, and provides clear answers to questions regarding experience working with CSOs, experience in developing training programs and conducting trainings, consultations, webinars, etc. The participant possesses public speaking skills; their speech is free of filler words and offensive statements, and they communicate fluently in Ukrainian, etc. They have significant experience in mentoring CSOs, etc. 10 points – The participant came to the meeting familiar with the subject of the tender announcement and clearly answers questions regarding experience working with CSOs, experience in developing training programs and conducting training sessions, consultations, webinars, etc. However, the participant has poor or no public speaking skills; their sentences are complex and disjointed, and their speech includes filler words, offensive statements, etc. Their command of spoken Ukrainian is poor. They have limited experience in mentoring CSOs, etc. 8 points – The participant attended the meeting with little familiarity with the subject of the tender announcement; has limited experience working with CSOs, as well as experience in developing training programs and conducting training sessions, consultations, webinars, etc. The participant has poor or no public speaking skills; their sentences are complex and disjointed, and their speech is peppered with filler words, offensive statements, etc. Their command of spoken Ukrainian is poor. They have no or only limited experience in mentoring CSOs, etc. 5 points – the participant attended the meeting but has only a superficial understanding of the subject of the tender announcement; responses to questions are general in nature and lack specific and clear answers. The participant lacks public speaking skills; their speech is riddled with filler words, offensive statements, inappropriate jokes, etc. Poor command of spoken Ukrainian. 0 points – The participant did not attend the meeting, is unaware of the subject matter of the tender announcement, or is unable to answer questions on the topic.	15
5	The contractor has experience working in the civil society sector	10 points — The contractor has significant experience collaborating with CSOs, including experience in conducting organizational development activities for CSOs and in conducting or facilitating training specifically for CSOs, taking into account the needs and characteristics of the nonprofit sector. Has held positions such as educational program manager, knowledge management specialist, project manager, staff development specialist, trainer, etc.	10

		7 points – The contractor has significant experience collaborating with CSOs; however, this experience is not relevant to the subject of the request. The contractor has not worked on a mentoring component. 5 points – The contractor has limited experience collaborating with CSOs, or the available experience is not relevant to the subject of the request, etc. The contractor has not held positions related to the implementation of educational activities, project management, staff capacity building, or mentoring support, etc. 0 points – The contractor has not worked with CSOs.	
6	The participant has areas of professional specialization in which they can serve as a consultant for CSOs.	10 points – The applicant has expertise in 3 or more areas in which they can provide independent consulting (fundraising, strategic planning, human resources management, employee welfare, development of internal policies, etc.). 5 points – The participant has expertise in 1–2 topics in which they can provide independent consulting (fundraising, strategic planning, human resources management, employee welfare, development of internal policies, etc.). 0 points—the participant lacks competencies in any area of organizational development and cannot provide independent consulting services.	10
7	Willingness to travel to project regions	3 points – stated willingness to travel to all project regions as often as necessary. 1 point – stated willingness to make 2–4 trips during the project and/or to a limited number of project regions. 0 points – willingness to work only online.	3