Project Proposals will be accepted until US$ 1 million envelope is depleted

A) Allocation Overview

This document outlines the strategic objectives and funding priorities for the Ukraine Humanitarian Fund’s (UHF) allocation to support increase humanitarian access in non-Government controlled areas (NGCA) of eastern Ukraine. This strategy paper is issued by the Humanitarian Coordinator (HC) and the UHF Advisory Board.

This reserve allocation makes available US$ 1 million to address priority humanitarian needs, support humanitarian access and strengthen response capacity in areas outside of Government control. The allocation aims to provide humanitarian assistance to the most vulnerable people while serving as a catalyst to improve NGO access, capacity, and to enhance the operational footprint in NGCA. In line with Strategic Objective 4 of the 2020 Ukraine Humanitarian Response Plan, the allocation will strengthen the ability of the collective response to reach populations in need in NGCA.

This allocation will follow the procedures for a reserve allocation, and applications will be accepted and invited on a rolling basis. Applications will be considered as they are received, and the UHF will inform partners if the $1 million envelope is depleted. Partners that are interested in submitting a project should consult with the UHF on the rationale and operational framework for the project, and clusters on the programmatic aspects of the project before preparing a submission. Following this initial consultation, projects should be developed in coordination with clusters and project proposals will be submitted through the Grant Management System (GMS).1

B) Humanitarian Situation and Rationale

- Humanitarian Situation

The 2020 HRP found that of 1.9 million of the estimated 3.4 million people that require humanitarian assistance or protection services reside in NGCA. Living conditions in the entire NGCA are particularly challenging due to socioeconomic deterioration, lack of aid, pre-conflict poverty and unaddressed impacts of heavy fighting in the area in 2014 and 2015, compounded by the COVID-19 pandemic. Along with the larger number of people requiring assistance, the humanitarian needs of people in need tend to be greater in NGCA.

1 Following this consultation, OCHA will open the GMS and then invite the partner to prepare the proposal.
The protection needs are greater in NGCA because of the large number of people who depend on social entitlements – and the difficulty they face in accessing them. Those in NGCA are also more affected by protection issues in some areas due to multiple compounding factors such as socioeconomic exclusion, lack of aid, pre-conflict poverty, lack of documentation recognized by the Government of Ukraine, and unaddressed impacts of the heavy fighting in the area in 2014 and 2015. In education, the proportion of households with school-aged children not enrolled in school is twice as high in NGCA than in GCA (21 per cent vs 10 per cent respectively)². The majority of landmine and explosive remnants of war (ERW) incidents occur in rural areas in NGCA, where access to emergency health care and rehabilitation services is limited.

The WASH needs are also higher in NGCA, where there are serious issues with the disruption of water, sanitation and hygiene services, which affects households with vulnerable members (elderly, people with disabilities or special needs). The WASH cluster reported that 51 per cent of assessed households have access to only one source of water, which leaves them particularly vulnerable to shocks or disruptions (such as conflict related damage) to their water supply, and that 71 per cent of households reporting problems with the quality of drinking water.³ The disruption in water supply also affects the level of sanitation and hygiene.

The healthcare systems in NGCA have significantly been weakened due to the cumulative impact of years of armed conflict. The 2020 Multi-Sector Needs Assessment in NGCA, found that apart of the former oblast capitals of Donetsk and Luhansk, less than 50% of surveyed key informants rated the quality of their health facilities as good or very good. The main reported issues were lack of medical staff, unaffordability of medicine and lack of equipment in the facilities. The drivers of these challenges are lack of maintenance of aging health facilities and medical equipment, shortages of medicines and medical supplies (as a result of broken supply chains between GCA and NGCA), lack of cleaning materials and inadequate water supply, sanitation and waste management and the departure of skilled nurses and doctors. These issues have undermined the region’s healthcare systems’ capacity to cope with existing healthcare needs, let alone the public health threat posed by COVID-19.

Despite the greater number of people in need, and the higher needs in NGCA, the number of people reached in NGCA in 2019 was significantly lower than in GCA. Only 150,000 people in NGCA were reached with humanitarian assistance in 2019 compared to 850,000 in GCA, a proportion similar to previous years.

Access to people in need remains one of the key challenges for humanitarian actors in eastern Ukraine. In NGCA since July 2015, humanitarian access has been severely restricted and remains highly unpredictable. Over the past two years, humanitarian organizations have maintained delivery of

² This is the percentage of children aged 2-17 that attend school or preschool. However, it is noted that schooling is not obligatory until 6 years of age in GCA and 7 years in NGCA. The data is based on the survey conducted for the REACH Multisectoral Need Assessment in NGCA https://www.impact-repository.org/document/reach/14fbe661/REACH_UKR_Report_MSNA-in-NGCA_February-2020.pdf

³ WASH cluster, Study of humanitarian needs in Eastern Ukraine, August 2019.
humanitarian programmes, but responding to the critical needs of the population remains far below the required scale.

The main challenges hindering humanitarian actors delivering assistance to the NGCAs are related to: i) insecurity, ii) bureaucratic impediments and iii) legal impediments (restrictions by GoU on items being delivered to NGCA institutions run by those in control in NGCA). Humanitarian actors are attempting to increase their operational footprint in NGCA and to address needs equitably on both sides of the ‘contact line’. Efforts are being undertaken to enhance the operational capacity of national and international NGOs as well as UN.

C) Allocation Parameters and Rationale

The importance and priority of increasing access has been consistently highlighted by humanitarian stakeholders in Ukraine, and the Humanitarian Country Team (HCT) has for the first time defined a strategic objective dedicated to humanitarian access. Strategic Objective 4 (SO4) of the HRP seeks to expand and secure humanitarian access to 2 million people in need in all areas where needs are acute. This seeks to give prominence to the persistent access challenges that remain a hinderance to reaching all people in need, particularly those in areas outside of Government control, and emphasize that there is a need to step up the humanitarian response. The allocation will support SO4 of the 2020 HRP and aligns with the HCT Access Strategy’s goal to obtain free, timely, safe and unimpeded access by humanitarian organizations to populations in need.

In these respects, the allocation seeks to contribute to a more efficient and coordinated humanitarian response in eastern Ukraine, by supporting partners’ efforts to establish, maintain and expand humanitarian access in the NGCA. This is key to meeting humanitarian needs, and also to help address possible misperceptions of neutrality linked to an imbalance of assistance on different sides of the contact line.

D) Background and Complementarity

To support access for new partners, and as part of developing and supporting this allocation, the UHF has had consultations with interested partners and relevant actors in NGCA. During this process, the UHF reached out to partners to express interest in working in NGCA, and provided this list to those in control in NGCA and advocated that permission be granted to partners. However, as the recent focus in NGCA has been on the response to COVID-19, there has been no feedback on potential partners, and it is not clear if a response will be forthcoming and when it may come. At the same time, bilateral efforts of partners to gain access have continued, and there may be some opportunities for partners to gain access with UHF support.

Although the UHF has recently completed an allocation supporting the COVID-19 response the humanitarian consequences of COVID-19 continue, and so projects supported under this allocation may address COVID-19 or other humanitarian needs.
E) Eligibility and operational framework

The allocation will support organizations that have not previously received UHF funding to operate in NGCA and that will implement projects as directly as possible. The UHF will also support partnerships in which the organization that is implementing the majority of activities has not received UHF funding for humanitarian action in NGCA.

i) Supporting access for new NGO partners in the NGCA

Rationale: Over the past two years, humanitarian organizations have maintained delivery of humanitarian programmes, but the ability to respond to the critical needs of the population remains limited due to the small operational footprint of NGOs, linked to bureaucratic impediments. In NGCA Donetska oblast, international NGOs implement mostly through local NGOs, stretching local NGO capacity and limiting overall implementation levels given that the same local NGOs are being called on to implement for UN agencies and NGOs. In NGCA Luhanska oblast, three INGOs are operational, but this is not enough to cover all needs. More implementing partners are required in both locations to deliver at scale and also to bring more humanitarian funding. The allocation will support direct implementation by partners who are seeking to establish operations in NGCA but are not yet working there.

Eligibility for this envelope: NGO partners that are not currently active in NGCA and are planning to implement as directly as possible. All sectoral activities will be eligible, and proposals should be developed in consultation with clusters, and coordination fora in the NGCA. Recent assessments of humanitarian need in NGCA found that people living in communities further from the contact line are facing similar levels of vulnerability, as those close to the contact line. As such, no geographic limitation will be imposed, though partners should focus on the most vulnerable.

ii) Support to solidify presence and ability of NNGOs to meet humanitarian needs

Rationale: The operations of some NGOs in NGCA are facing challenges with accreditation and registration and now a lack of funding and this is placing constraints on the delivery of aid. During the last year some NNGOs have had their permission to implement projects withdrawn and been forced to suspend operations and this is threatening the viability of the organizations and impacting the ability of the overall humanitarian system to deliver.

Considering that UN agencies and INGOs must implement through national partners in Donetska oblast NGCA, this has meant that most projects are implemented by the same NGOs, putting pressures on their capacity and constraining the delivery of humanitarian services. These NNGOs in Donetska oblast have played a key role as implementing partners of UN agencies and INGOs, managing their distributions and implementing activities under different modalities.
The situation in Luhansk NGCA is even more controlled for NNGOs. One NNGO has worked as a sub-implementing partners of a UN agency as a contracted technical service provider and some NNGOs who were operational before the conflict have continued with low profile social service delivery, but this has not focused on humanitarian activities, or expanded to meet increased needs.

While many local NGOs have proven adept as implementing partners, they have had limited opportunities to implement more independently -- assess needs, designing proposals and managing the full cycle of humanitarian projects. The UHF and international partners are well-placed to provide tailored oversight and support to these partners in order to build their capacity to implement. This allocation will provide funding for NNGOs to implement activities and or projects independently and establish themselves as more robust organizations and in doing so contribute to strengthening humanitarian response capacity in the NGCA.

The UHF also encourages partnerships between organizations to optimize each partner’s strengths in terms of access and technical capacity and so projects can be submitted directly by NNGOs or in partnership with another organization (UN or NGO). For projects submitted in partnership, the new NNGO should be implementing the majority of the project activities and the other organization should include a plan to strengthen the capacity of the NNGO during the implementation of the project.

Eligibility for this envelope: Projects submitted directly or in partnership with NNGOs that have not received UHF funding in NGCA. All sectoral activities will be eligible, and proposals should be developed in consultation with clusters, and coordination fora in the NGCA. Recent assessments of humanitarian need in NGCA found that people living in communities further from the contact line are facing similar levels of vulnerability, as those close to the contact line. As such, no geographic limitation will be imposed, though partners are encouraged to focus on the most vulnerable.

F) Linkages with the Humanitarian Response Plan (HRP) 2020

The allocation addresses directly three of the strategic objectives of the HRP, SO1, SO2 and SO4. In line with SO1, the allocation will support partners to provide emergency and time-critical assistance to conflict-affected people with humanitarian needs and ensure their access to basic essential services. It is also in line with SO2 on responding to the protection needs and strengthen protection of 1.4 million conflict affected people, including IDPs, with regard to international norms and standards. As noted earlier the allocation also addresses SO4 to address access constraints by supporting new partners to establish themselves and others to solidify their presence.

G) Prioritization / Selection of Project Proposal

The submission of projects will be accepted on a rolling basis, and the likelihood that the partner will have access to implement the project will be considered during the initial consultation and vetting before partners are invited to develop full proposals. However, it is important to note that submitted projects may not be approved by the Review Committee, and/or may not receive necessary clearance from de-facto entities.
Step 1: Consultation with UHF and clusters on potential project

Partners interested in developing a project must reach out to the UHF and provide a detailed operational framework (which may include permission and/or registration) for the project and submit this to the UHF at ocha-uhf@un.org. The UHF will then set up a meeting or call with the interested partner, and may ask for additional information or documentation.

Step 2: Development of Project Proposal

Following the discussion on the operational framework for the project, the partner may be invited to develop a full proposal online via the UHF Grant Management System (GMS) at https://cbpf.unocha.org in GMS within two weeks. Partners may only submit one proposal per organization, and projects should contain realistic budgets that are in line with previous experience in project delivery in the NGCA or planned capacity in NGCA. Projects may cover one sector or be multi-sector and partners should have proven experience in sector(s) of application. There is no preference for multi-sector projects.

Organizations submitting projects must consult with relevant cluster coordinators during proposal preparation. The projects should be developed in line with the following criteria.

- **Strategic relevance**: alignment of the proposal to the allocation strategy, and in line with the HRP, target population, including vulnerable groups and geographical areas identified above, as noted below:
  - Life-saving activities should be prioritized: top priority should be given to activities that aim to address immediate and most critical gaps in the immediate response that, if not addressed, could lead or increase threats to life or mental and psychological well-being of the most vulnerable groups of people.
  - Time-critical activities should be prioritized: top priority should be given to help address immediate needs and prevent a deterioration of existing conditions, taking into consideration seasonality factors.
  - Projects that target particularly vulnerable groups must be prioritized: top priority should be given to the most vulnerable groups of the population pre-defined by the respective clusters. Priority should be given to those with compounding/overlapping vulnerabilities.

- **Access**: demonstrated operational capacity and physical access to the affected population of the application organization, and the location of the project is clearly identified.

- **Feasibility**: proposal meets technical requirements to implement the planned activities and demonstrates the ability of the organization to implement the project successfully;

- **Evidence-based approach**: the identification of needs including disaggregation of data by age, gender and diversity; and beneficiaries are clearly described. The articulation of the logical framework, the protection analysis, and the cash-based programming approach, if any.

- **Appropriateness**: the activities are adequate to respond to the allocation parameters
Cost-effectiveness: the budget is fair, proportionate in relation to the context. [This question looks at the proportion of budget related to direct, staff and other personal cost and start-up costs]. Proposals must demonstrate better cost effectiveness, where: a) the cost per beneficiary ratio is reasonable; b) the level of support costs is reasonable and in line with accepted levels for a given type of activity; c) the proposed period of implementation is adequate and represents best use of resources at that time.

Risk management: assumptions and risks are comprehensively and clearly spelled out, along with risk management strategies.

Monitoring: a realistic monitoring and reporting strategy is developed in the proposal, relating to clearly specified indicators.

Engagement with coordination. Applicant organization engages in coordination mechanisms, including exchanges with clusters during the preparation of the project proposal.

The proposal needs to be supported by clear logical frameworks with outcomes, outputs, SMART indicators and detailed activities. Please refer to Annex 8 of the Global Guidelines for a sample Project Proposal Template. All partners must complete the Gender with Age Marker assessment tool prior to the submission of the project and must submit the reference number for the project during the submission of the project.

Budget Preparation and Guidance

All project proposals must have a detailed budget outlining all the project related expenditures under relevant budget lines. Refer to CBPF guidelines, Annex 13 Project Budget Template for further details.

Budget proposals must reflect the correct and fair budget breakdown of the planned costs and clearly outline units, quantities and percentages. When budget lines contain costs of multiple items greater than US$10,000, a budget breakdown should be included in the GMS Bill of Quantities (BOQ) tool, listing item, unit, quantity, cost (per unit and total cost). A budget narrative (as an essential component of the budget) that clearly explains the object and the rationale of any budget line is required. For example, shared costs, large/expensive assets, and costs/equipment required to support the regular operation of the implementing partner, are clear cases where the provision of details will be necessary in the budget narrative.

For further guidance on budgeting (eligible and ineligible costs, direct or indirect costs) please also refer to the Revised Operational Handbook for CBPFs pages 39-44.

5 SMART stands for: Specific, Measurable, Achievable, Relevant and Time-bound
7 https://iascgenderwithagemarker.com/en/home/ and also see Annex 2. This is a self-assessment tool that focused on supporting partners in ensuring gender and age responsive programming.
H) Strategic and Technical Review

All the submitted project proposals will be strategically, technically and financially assessed by the UHF Review Committee using a general score card, cluster-specific criteria and the UHF guidelines.

The UHF Review Committee (RC) is composed of Cluster Coordinators and one additional member from each cluster (nominated by the active members of the Cluster) so that there is an equitable representation of UN agencies and NGOs in the Committee. There will be one committee who will do both the strategic review and the technical review.

Based upon the results of the Strategic Review the Review Committee may recommend that the HC endorses the project, and if the HC endorses the project, it will undergo a technical review.

During the technical review the UHF Review Committee members will provide comments and recommendations and discuss this feedback with partners. The partner will then address all comments and the project will be submitted to OCHA NY for final clearance.

I) Approval of Projects in NGCA and Grant Agreement Signature

As soon as the project cleared by OCHA NY, the partner will be informed with an official letter from OCHA confirming the approval and details of the UHF project. If the partner has not yet received approval from relevant actors in NGCA, this must be obtained prior to signing the grant agreement. The UHF will then liaise with the implementing partner to determine the start date of the project. The agreed-upon start date, which is the first date for eligibility of expenditures will be included in the grant agreement.

Any technical questions with regards to projects, budgets and/or partnership arrangements can be directed at OCHA: ocha-uhf@un.org. The reserve allocation will be implemented as per the UHF Operational Manual and the revised Operational Handbook for CBPFs that can be found together with additional information on CBPFs at: http://www.unocha.org/Ukraine/about-uhf.

Allocation Plan

<table>
<thead>
<tr>
<th>Consultations prior to project submission</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners submit details on operational plan for the project</td>
<td>Implementing Partners (IP)</td>
</tr>
<tr>
<td>Consultations are held with OCHA, partner and clusters</td>
<td>OCHA, IP, and clusters</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Preparation of Project Proposal</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner is invited to develop and submit proposal in consultations with cluster coordinators and submit through GMS within 2 weeks.</td>
<td>Implementing Partner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic and Technical Review</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Committee (RC) Members Conduct Strategic Review</td>
<td>Review Committee, UHF</td>
</tr>
<tr>
<td>HC considers recommendation of the Review Committee</td>
<td>HC</td>
</tr>
<tr>
<td>Review Committee and UHF Conduct Technical Review</td>
<td>Review Committee, UHF</td>
</tr>
</tbody>
</table>
Proposal Revision and Adjustments: IP reviews comments and discusses feedback and then revises proposal and budget as requested.

Review Committee and UHF review revised project to ensure that all comments are addressed.

Final review and clearance of project.

Upon final clearance, UHF informs partner with official letter from OCHA confirming the approval and details of the UHF project.

Approval of Projects in NGCA and Grant Agreement Signature

<table>
<thead>
<tr>
<th>Who</th>
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<tbody>
<tr>
<td>IP</td>
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<tr>
<td>UHF</td>
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<tr>
<td>OCHA HQ</td>
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</tbody>
</table>

J) UHF Information and Complaints Mechanism

All correspondence regarding the UHF should be sent to ocha-uhf@un.org. Complaints from stakeholders regarding the UHF allocation process should be sent to feedback-UHF@un.org. The OCHA Head of Office will receive, address and refer any critical issues to the HC for decision-making.

List of Annexes

1. Acronyms Used
2. Operational Modalities
3. IASC Gender with Age Marker Information Sheet
4. Budget Guidance UHF
5. COVID-19 Ukraine Assistance Delivery Protocols for COVID-19
Annex 1: List of acronyms used in the document

AB  Advisory Board
CBPF  Country Based Pooled Fund
GA  Grant Agreement
GCA  Government Controlled Areas
GMS  Grant Management System
HC  Humanitarian Coordinator
HCT  Humanitarian Country Team
HFU  Humanitarian Financing Unit
HQ  Headquarters
HRP  Humanitarian Response Plan
ICCG  Inter-Cluster Coordination Group
IP  Implementing Partner
M&E  Monitoring and Evaluation
M&R  Monitoring and Reporting
MOU  Memorandum of Understanding
NCE  No-Cost Extension
NGCA  Non-Government Controlled Areas
NGO  Non-Governmental Organization
OCHA  Office for the Coordination of Humanitarian Affairs
PP  Project Proposal
RC  Review Committee
TOR  Terms of Reference
UHF  Ukraine Humanitarian Fund
UN  United Nations

About Country-based Pooled Funds (CBPFs):
CBPFs allow donors to pool their contributions into single, unearmarked funds to support local humanitarian efforts. This enables humanitarian partners in crisis-affected countries to deliver timely, coordinated and principled assistance.
### Annex 2

#### Operational Modalities

<table>
<thead>
<tr>
<th>Risk level</th>
<th>Project duration (months)</th>
<th>Project value (thousand USD)</th>
<th>Max amount per project (thousand USD)</th>
<th>Disbursements (in % of total)</th>
<th>Financial reporting</th>
<th>Narrative reporting</th>
<th>Monitoring</th>
<th>Audit</th>
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<td>Yes</td>
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* Three progress reports are only required for projects of 10 months or more.
** Additional field visits are only required for projects of 10 months or more.
*** Monitoring of UN agency projects is based on a sampling methodology considering country-specific factors as required and will be part of the monitoring plan developed within 2 months of project selection.

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**About Country-based Pooled Funds (CBPFs):**
CBPFs allow donors to pool their contributions into single, unmarked funds to support local humanitarian efforts. This enables humanitarian partners in crisis-affected countries to deliver timely, coordinated and principled assistance.

OVERVIEW

The IASC Gender with Age Marker (GAM) looks at the extent to which essential programming actions address gender- and age-related differences in humanitarian response. It was developed in response to requests to strengthen the original IASC Gender Marker by including age and, most significantly, by adding a monitoring component. In addition to measuring programme effectiveness, it is a valuable teaching and self-monitoring tool, allowing organizations to learn by doing in developing programs that respond to all aspects of diversity.

With the 2019 Humanitarian Planning Cycle (HPC), the GAM replaces the previous IASC Gender Marker applied to appeal projects since 2009. Its use will be similarly required in the Financial Tracking System (FTS), and Member States asked to commit to only funding partners who report to the FTS using the IASC Gender with Age Marker, and subsequently update the marker based on monitoring data.

WHAT DOES THE GAM LOOK FOR?

The GAM assesses projects for 12 essential programme elements known as Gender Equality Measures or GEMs.

Four KEY GEMs are considered in the project design phase.

Each of the four key GEMs have two supporting GEMs that are considered during project monitoring. This enables reflection of what is working well in the project and what can be improved.

The GAM tracks whether basic programme actions are in place. Good programming requires that affected people participate in and influence all stages of a project. Programmes should logically flow from the gendered needs analysis, to tailoring or adapting activities in response to analysis, through to who benefits from the intervention. GAM coding reflects the presence and consistency of these actions, as well as the integration of gender and age within them.
**HOW DOES IT WORK? AUTOMATIC CODING**

The GAM codes projects on a 0 to 4 scale, and suggests simple actions to improve project responsiveness and consistency. Codes are generated automatically based on answers to multiple-choice questions.

Each GEM code is based on evidence of the required programme action or step, plus gender and age. If all three are present, the GEM automatically codes 4; if none are included, it codes 0.

If 3 or 4 key GEMs have the same code, the project GAM code is automatically the same as this common GEM code. If two or more GEMs are 0, the GAM is 0.

The overall project GAM code is derived from the individual GEM codes, and represents the predominant type of programming found throughout the GEMS.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>CODE</th>
<th>PROGRAMME FOCUS</th>
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<td>Targeted Action</td>
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<tr>
<td>+ Age</td>
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<td>Targets a defined group</td>
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<tr>
<td>+ Action*</td>
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<td>Does not engage with or affect persons in need</td>
</tr>
<tr>
<td>Gender</td>
<td>4</td>
<td>Gender Mainstreaming</td>
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<tr>
<td>+ Age</td>
<td></td>
<td>Targets everyone</td>
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<td>+ Action*</td>
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<td>Likely to contribute to gender equality, including across age groups</td>
</tr>
<tr>
<td>Age</td>
<td>2</td>
<td>Unlikely to contribute to gender equality</td>
</tr>
<tr>
<td>+ Action</td>
<td></td>
<td>Aims to address inequalities, but without the necessary gender equality measures</td>
</tr>
<tr>
<td>Action</td>
<td>1</td>
<td>Unlikely to contribute to gender equality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aims to address inequalities, but without the necessary gender equality measures</td>
</tr>
<tr>
<td>No Action</td>
<td>0</td>
<td>Does not systematically link programming actions</td>
</tr>
</tbody>
</table>

**GAM APPLICATION**

The GAM can also be applied to higher level documents such as:

- HNO: Humanitarian Needs Overview
- HRP: Humanitarian Response Plan
- PMR: Periodic Monitoring Report

**NEW! ACCESS THE GAM TOOL ON THE WEB**

The latest version of the GAM is a web-based application that is supported by OCHA. It is also available in an off-line format for use in remote areas. The shift to an online tool will take place mid-2018.

- **2015 - 2018**
  - Excel tool
- **2018 ONWARDS**
  - Web-based application

**The advantages:**
- Greater objectivity
- Analysis at country, agency, cluster levels
- Analysis of actual assistance (who benefits, who participates, plus protection & accountability)
This document has been developed to clarify the financial requirements for the preparation of UHF project budgets and to enhance the understanding of the main budget related issues. Partners must use the online Grant Management System (GMS) for the submission of the budget along with project proposals, which can be found at https://cbpf.unocha.org. Note: the budget guidelines are also available in the CBPF Operational Handbook at: https://www.unocha.org/our-work/humanitarian-financing/country-based-pooled-funds-cbpf

### Role of UHF partner:

A. Provide a correct and fair budget breakdown of the planned costs that are necessary to implement the activities and achieve the objectives of the project.

B. Use and comply with the budget template of the online GMS, and any budget templates and guidance provided by OCHA for the classification and itemization of planned costs.

C. Provide an accurate budget narrative (as an essential component of the budget) that clearly explains the object and the rationale of each budget line. For example, shared costs, large/expensive assets, and costs/equipment required to support the regular operation of the partners are clear cases where the provision of details will be necessary in the budget narrative.

### Eligibility of costs:

1. Must be necessary and reasonable for the delivery of the objectives of the project.

2. Must comply with the principles of sound financial management, in particular the principles of economy, efficiency, effectiveness, transparency and accountability.

3. Must be identifiable in the accounting records and backed by original supporting documents.

They may include:

- All staff costs (including salaries, social security contributions, medical insurance, hazard pay (when applicable) and any other cost included as part of the salary benefits package of the organization. Salaries and costs may not exceed the costs normally borne by the partner in other projects.

- Costs for consultancies involved in the implementation of the project.

- Support staff costs at country-level directly related to the project.

- Travel and subsistence costs directly linked to the project implementation for project staff, consultants, and other personnel that may also be eligible, provided the costs do not exceed those normally borne by the partner.

- A contribution to the partner’s Country Office costs, as shared costs charged on the basis of a well explained calculation and reasonable allocation system. Shared costs must be itemized.

- The financial support to beneficiaries, including cash and voucher-based distribution.

- Purchase costs for goods and services delivered to the beneficiaries of the project, including quality control, transport, storage and distribution costs.

- Costs related to non-expendable items (assets) such as equipment, information and technology equipment for registration and similar field activities, medical equipment, water pumps and generators.

- Expenditure incurred by the partner related to awarding contracts required for the implementation of the project, such as expenses for the tendering process.

- Costs incurred by sub-implementing partners, directly attributable to the implementation of the project.

- Other costs derived directly from the requirements of the grant agreement such as monitoring, reporting, evaluation, dissemination of information, translation and insurance, including financial service costs (in particular bank fees for transfers).

### Ineligible costs:

1. Costs not included in the approved budget (taking into consideration duly approved budget revisions).

2. Costs incurred outside the approved implementation period of the project (taking into consideration duly approved no-cost extensions).

3. Debts and provisions for possible future losses or debts.

4. Interest owed by the implementing partner to any third party.

5. Items already financed from other sources.

6. Purchases of land or buildings.

7. Currency exchange losses.

8. Of part of declared costs for the project.

- Government staff salaries.

- Hospitality expenses, provision of food/refreshments for project staff (not including water and hospitality for trainings, events and meeting directly related to project implementation).

- Incentives, mark-ups, gifts to staff.

- Fines and penalties.

- Duties, charges, taxes (including VAT) recoverable by the implementing partner.

- Global evaluation of programmes.

- Audit fees/system audit fees – these costs are paid directly by the fund.

### There are two categories of eligible expenditures: direct costs and indirect costs

#### Direct costs:

Direct costs have to be clearly linked to the project activities described in the project proposal and the logical framework. Direct costs are sub-divided in to Direct and Support cost:

- **Direct costs are defined as actual costs directly related to the implementation of the project to cover the costs of goods and services delivered to beneficiaries**

- **Support costs are related to the support activities (even partial, such as a security guard or a logistician partially working for the project), required for the delivery of services and the achievement of the project objectives.**

Direct costs include:

- Costs for goods and services delivered to the beneficiaries of the project, including quality control, transport, storage and distribution costs.

- Costs related to non-expendable items (assets) such as equipment, information and technology equipment for registration and similar field activities, medical equipment, water pumps and generators.

- Expenditure incurred by the partner related to awarding contracts required for the implementation of the project, such as expenses for the tendering process.

- Costs incurred by sub-implementing partners, directly attributable to the implementation of the project.

- Other costs derived directly from the requirements of the grant agreement such as monitoring, reporting, evaluation, dissemination of information, translation and insurance, including financial service costs (in particular bank fees for transfers).
I. Staff and related personnel costs, including consultants and other personnel.

II. Supplies, commodities, materials.

III. Equipment.

IV. Contractual services.

V. Travel costs, including transportation, fuel, and daily subsistence allowances for staff, consultants and other personnel linked to the project.

VI. Transfers and grants to counterparts.

VII. General operating and other direct costs including security expenses, office stationery, and utilities such as telecommunications, internet, office rental and other direct costs, including expenses for monitoring, evaluation and reporting, related to the implementation of the project.

Indirect Costs

Indirect costs are referred to as Programme Support Costs (PSC). PSC are all costs that are incurred by the implementing partner regardless of the scope and level of its activities and which cannot be traced unequivocally to specific activities, projects or programmes. These costs typically include corporate costs (i.e. headquarters and statutory bodies, legal services, general procurement and recruitment etc.) not related to service provision to a particular project. PSC is charged as a maximum 7 per cent of the approved direct expenditures incurred by the implementing partner.

Shared Costs:

Sharing costs between different donors and projects under a country programme of an implementing partner is an acceptable practice for CBPFs. The implementing partner may share certain Country Office costs to different uses and projects, for example staff, office rent, utilities and rented vehicles.

The following guidance applies to shared costs in the project budget:

I. All shared costs must be directly linked to project implementation.

II. All shared costs must be itemized in the budget, following standard accounting practice and based on a well-justified, reasonable and fair allocation system, to be clearly explained in the budget narrative of the project and assessed and approved by the HFU.

III. The partner should always be able to demonstrate how costs were derived and explain in the project proposal/logical framework how the calculation was made (e.g. pro-rata, averages).

IV. If a position is cost-shared, the percentage of the monthly cost corresponding to the time that the person will

V. Non-staff shared costs must be shared on the basis of an equitable cost allocation system. Accordingly, the percentages in the budget are to be assessed and approved by the HFU.

VI. Shared-costs, including staff-related costs, should be charged for the entire duration of the project. If this is not possible, the rationale of the apportionment must be explained in the budget narrative.

Guidance on itemization of budget lines:

I. Itemize each national and international staff, consultant and other personnel by function, and provide unit quantity and unit cost (monthly or daily rates) for each staff position.

II. Any budget line whose total value exceeds $10,000 (as cumulative value) requires a clear explanation of the calculation in the budget narrative.

III. When budget lines contain costs of multiple items (exceeding $10,000), a budget breakdown should be included in Excel listing item, unit, quantity, value or cost (per unit and total cost. Documentation must be uploaded in the GMS.

IV. Provide unit or quantity (e.g. 10 kits, 1,000 metric tons) and unit cost for commodities, supplies and materials to be purchased. The budget narrative should properly reference unit measures (length, volume, weight, area, etc.).

V. Provide technical specifications for items whose unit cost is greater than $10,000.

VI. Provide technical specifications for items whose unit costs can greatly vary based specifications (e.g. for generators, a reference to the possible range of power would be sufficient to properly evaluate the accuracy of the estimated cost).

VII. Provide details in the budget narrative so that the objective of the budget line can be clearly identified.

VIII. Itemize general operating costs (e.g., office rent, telecommunications, internet, utilities) for project implementation providing quantity and unit cost. A lump sum for operating costs is not acceptable.

IX. Travel costs can be estimated as long as the calculation modality is accurately described in the budget narrative (e.g., providing estimates on the number of trips and average duration in days, daily subsistence allowance rates, etc.).

X. Travel (In-country and International) or International travel: estimate number of trips and cost per trip.

XI. Provide the list of items for globally standardized kits such as Post-exposure Prophylaxis kits and Interagency Emergency Health Kits. This does not include standard kits agreed upon in each country.

XII. In the case of construction works exceeding $10,000, only labour costs and known essential materials may be budgeted and itemized, providing unit/quantity and unit cost. The budget narrative should explain how construction costs have been estimated on the basis of a standard prototype of building (e.g. latrine, health post or shelter), type of materials (e.g. wood, prefabricated or brick/cement/concrete) and the formula or rationale used to estimate construction cost (e.g. per square foot or meter or previous experiences).

XIV. The partner is responsible and accountable to ensure the budget(s) of the sub-implementing partner(s) adheres to the principles of economy, efficiency, effectiveness and transparency. The partner must ensure the sub- implementing partner’s budget(s) are commensurate with the planned activities and outputs, and is reasonable in the specific country context. The sub-implementing partner budget should be provided as a single line under the budget category Transfers and Grants to Counterparts. The breakdown details are not required to be provided in GMS. However, at the request of OCHA and/or the auditors, the partner is responsible and accountable to provide the necessary detailed documentation to support the budget and expenditure incurred by the sub-implementing partner. The sub implementing partner’s budget and expenditure details must be available, if requested, at the same level of detail and format applicable to the main implementing partner. These documents must remain available for at least a period of 5 years after the project termination.
### Country-based Pooled Fund (CBPF) Project Budget Template

Wherever possible and relevant please provide a detailed breakdown of items (unit type, quantity, unit cost) and costs for each budget line of the project. The % charged to the CBPF will be 100% with the exception of shared costs, for which please indicate the total cost and the % being charged to the Fund. Where breakdown of unit, quantity and unit cost is unavailable or unnecessary, please enter total amount of the item along with sufficient description of cost content. Please add additional rows, as needed.

All unit costs and total costs should be rounded to a maximum of 2 decimal places (e.g. 0.00). Please provide a narrative description focusing on two aspects: a) how the planned costs contribute to the implementation of the project; and b) how unit numbers, unit costs and total costs have been estimated. In particular please ensure that the required information is provided for the following categories, in order to facilitate the evaluation of your proposal:

- **Shared costs** - please explain how the cost contributes to the implementation of the project, how the allocation to the project was derived (e.g. pro-rata, averages), and how it will be verified throughout implementation.
- **Eligible costs** - if any costs. Note on other types of expenditures of the budget guidance document are included in the Budget, please justify how they are necessary for the implementation of the project.

**Duties, charges and taxes (including VAT)** - please indicate whenever costs are inclusive of duties, charges and taxes, and explain why these could not be recovered.

For further guidance on the budget preparation process, please refer to the Operational Handbook for CBPFs.

<table>
<thead>
<tr>
<th>Budget Lines (specify unit type if applicable)</th>
<th>Remarks</th>
<th>Direct or support</th>
<th>Unit quantity</th>
<th>Unit Cost</th>
<th>Duration (Months, Days or Lump sum details to be included in the Remarks)</th>
<th>% Charged to CBPF</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Staff and Other Personnel Costs (please itemize costs of staff, consultants and other personnel to be recruited directly by the implementing partner for project implementation). Please indicate for each position what role it plays in the implementation of the project and its grade/level. Also explain how the unit number has been estimated, and what costs are included in the monthly or daily rate unit cost (e.g. salary, social security, medical and life insurance, hazard pay, etc.).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Example: Program Officer</td>
<td>D</td>
<td>1</td>
<td>$2,000.00</td>
<td>12</td>
<td>100%</td>
<td>$24,000</td>
<td></td>
</tr>
<tr>
<td>1.2. Example: Security guards</td>
<td>S</td>
<td>12</td>
<td>$1,000.00</td>
<td>12</td>
<td>10%</td>
<td>$12,000</td>
<td></td>
</tr>
<tr>
<td>1.3. Example: xxxxxxxxxxx</td>
<td>5</td>
<td>$3,000.00</td>
<td>12</td>
<td>100%</td>
<td>$18,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4. Example: xxxxxxxxxxx</td>
<td>8</td>
<td>$2,450.00</td>
<td>8</td>
<td>50%</td>
<td>$9,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total A:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$28,000</td>
<td></td>
</tr>
</tbody>
</table>

B. Supplies, Commodities, Materials (Programme Inputs) (please itemize direct and indirect costs of consumables to be purchased under the project, including associated transportation, freight, storage and distribution costs) For all Supplies, Commodities and Materials please explain how the unit number and unit cost have been estimated. For standard and low value kits describe the composition of the kits, how the composition was agreed and how the cost of the individual items has been estimated. For non-itemized construction materials please describe how construction costs have been estimated on the basis of a standard prototype of building (latrine, health post, shelter), type of materials (wood, prefabricated, brick/cement/concrete) and formula or rationale used to estimate construction costs (e.g. per square foot or meter, previous experiences, etc.).

| 1: xxxxxxx | 1 | $250.00 | 12 | 100% | $3,000 |
| 2.2. xxxxxxxxxx | 5 | $374.00 | 12 | 100% | $22,440 |
| **Sub-Total B:** | | | | | $25,440 |

C. Equipment (please itemize costs of non-consumables to be purchased under the project). Please explain how the unit number and unit cost have been estimated. For large and/or expensive equipment items, including vehicles, please describe how the item(s) is (are) necessary to the implementation of the CBPF project.

| 1: xxxxxxx | 12 | $1,250.00 | 1 | 100% | $15,000 |
| 2.2: xxxxxxxx | 1 | $4,500.00 | 1 | 50% | $2,250 |
| **Sub-Total C:** | | | | | $17,250 |

D. Contractual Services (please list works and services to be contracted under the project). Please explain how the unit number and unit cost for each contract have been estimated, and describe the location and type of services provided.

| 1: xxxxxxx | 2 | $17,500.00 | 1 | 100% | $25,000 |


<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit Cost</th>
<th>Rate</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2:........</td>
<td>5</td>
<td>$150.00</td>
<td>12%</td>
<td>$9,000</td>
</tr>
<tr>
<td>Sub-Total D</td>
<td></td>
<td></td>
<td></td>
<td>$34,000</td>
</tr>
<tr>
<td>E. Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(please itemize travel costs of staff, consultants and other personnel for project implementation)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>For domestic and international travel please explain how the number of trips and the cost of each trip have been estimated. For international travel costs non directly linked to the delivery of project objectives, please justify how the costs are necessary for, and support the implementation of the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1: .......</td>
<td>12</td>
<td>$450.00</td>
<td>100%</td>
<td>$5,400</td>
</tr>
<tr>
<td>2.2:........</td>
<td>2</td>
<td>$6,700.00</td>
<td>3</td>
<td>$20,200</td>
</tr>
<tr>
<td>Sub-Total F</td>
<td></td>
<td></td>
<td></td>
<td>$45,600</td>
</tr>
<tr>
<td>F. Transfers and Grants to Counterparts (please list transfers and sub-grants to project implementing partners). For each transfer and/or sub-grant please explain the purpose and objectives. Whilst breakdown of sub-partners costs is not required by OCHA, to the extent possible counterpart budgets and financial reports should be structured around the categories in this budget template. Include only direct costs: indirect costs of implementing partners should be covered by the overall maximum 7 per cent PSC for the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1: .......</td>
<td>1</td>
<td>$25,000.00</td>
<td>1</td>
<td>$25,000</td>
</tr>
<tr>
<td>2.2:........</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Total F</td>
<td></td>
<td></td>
<td></td>
<td>$25,000</td>
</tr>
<tr>
<td>G. General Operating and Other Direct Costs (please include general operating expenses and other direct costs for project implementation) Please explain how the unit number and unit cost have been estimated. For shared costs refer to guidance above and in Section 5.1 “Basic Definitions and Guidance on the Project Budget Preparation Process” Operational Handbook for CBPFs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1: .......</td>
<td>2</td>
<td>$275.00</td>
<td>12%</td>
<td>$6,600</td>
</tr>
<tr>
<td>2.2:........</td>
<td>5</td>
<td>$600.00</td>
<td>12%</td>
<td>$36,000</td>
</tr>
<tr>
<td>Sub-Total G</td>
<td></td>
<td></td>
<td></td>
<td>$42,600</td>
</tr>
<tr>
<td>Subtotal Direct Project Costs</td>
<td></td>
<td></td>
<td></td>
<td>$418,000.0</td>
</tr>
<tr>
<td>Indirect Programme Support Costs (PSC) rate (insert percentage, not to exceed 7 per cent)</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>PSC Amount</td>
<td></td>
<td></td>
<td></td>
<td>$29,266.3</td>
</tr>
<tr>
<td>Total CBPF Project Cost</td>
<td></td>
<td></td>
<td></td>
<td>$447,366.3</td>
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</table>
COVID-19 UKRAINE ASSISTANCE DELIVERY PROTOCOL

As of 7 April 2020

1) PURPOSE

As humanitarian aid workers provide assistance to people in need in many communities, their work may put them and the people they aim to assist at risk of COVID-19 transmission. In support of the COVID-19 response, the humanitarian community has developed this common protocol for mitigating the risk of COVID-19 transmission in the delivery of humanitarian assistance to ensure the safety of humanitarian staff and those they serve in the conflict-affected areas of Luhansk and Donetsk oblasts.

This protocol seeks to provide practical and non-technical guidance to humanitarian organizations for adaptation in designing their project implementation and delivery to ensure the health and safety for both aid workers and beneficiaries – in alignment with the ‘do no harm’ principle.

The protocol is applicable on both sides of the ‘contact line’, while recognising additional access constraints on humanitarian delivery in the non-government-controlled area (NGCA). The provisions are provided as general practical recommendations and the adoption/adaptation of the protocol is subject to the discretion of each individual organisation.

The protocol should be applied in conjunction with other key global guidelines already in place\(^1\) as relevant. The protocol is a living document which will be updated on an as-needed basis to reflect changes in operational context and/or measures and recommendations by relevant authorities.

2) ALIGNMENT WITH GLOBAL GUIDELINES AND NATIONAL REQUIREMENTS

With regards to personal protective equipment (PPE) and observing personal distance, the protocol is fully aligned with the national legislative framework of Ukraine and the WHO’s COVID-19 global guidelines stipulating that:

- **Face mask is a mandatory PPE**, while other items such as disposable rubber gloves and hand sanitizers are also recommended, subject to availability.
- **Maintain at least 1.5 metre (5 feet) distance between yourself and others.** Avoid creating crowded places.

3) MINIMUM REQUIREMENTS/CONSIDERATIONS TO DELIVER AID SAFELY

This section is structured around two key stages of the project management cycle – assessment and delivery, as these two components typically envisage extensive physical/face-to-face interaction with people at the community level.

The section proposes some minimum standards that every organisation is strongly encouraged to adopt regardless of the type of delivery modality employed.

3.1 ASSESSMENT

- **Consider using secondary information** (as appropriate) to avoid physical visits to communities.
- **Consider conducting interviews and surveys over the phone**, especially with communities where contacts have been established previously.
- **When household-level interviews in one-to-one format are absolutely necessary**, aid workers should wear a face mask, maintain the least physical contact feasible, maintain at least 1.5 metre distance between yourself and interviewee, conducting interviews outside when possible, avoid touching surfaces, etc - *please refer to section 3 for more information on PPE and other minimum social distancing requirement.*
- **On the day of assessment, put appropriate labels/signs/notices to avoid formation of crowds and to ensure sufficient social distancing.** Instruct beneficiaries, and clearly mark out spaces to maintain at least 1.5 metre distance from each other. Ensure that there is no physical contact between beneficiaries, chairs and sufficient numbers of protective masks (if feasible) are available.

3.2 DELIVERY MODALITIES

**CASH ASSISTANCE**

- **Consider deliver aid using the cash modality to avoid physical contact upon two conditions** – (i) sufficient evidence to confirm that markets are functioning and accessible; and (ii) if cash is identified as a preferred modality by your targeted beneficiaries.
- **In case your programme utilizes a financial service provider (FSP, e.g. post office, bank, etc) in delivering cash, give extra thought to whether or not your FSP (as a minimum – not an exhaustive list for consideration):**
  - **Has business continuity capabilities** in an environment where services may be at risk of discontinuation - in addition to solid presence and reach, ability to operate partly remotely, etc.
  - **Has the ability to provide a service that requires less contact** between the provider and the beneficiary e.g. electronic or mobile transfer options, contactless payments, etc.
  - **Has the ability to provide guarantees for distribution or retrieval of cash transfers** e.g. more retrieval points, ability to sequence payments on longer periods, etc, to prevent large crowds; ensuring availability of hand sanitizing at ATMs, etc.
  - **Has sufficient capacities to handle increased caseloads** and potential adjustments to transfer dates/amounts.

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HOME DELIVERY (IN-KIND ASSISTANCE)

- Avoid entering the house, apartment, entrance hallway if feasible, propose beneficiaries to meet outside.
- If recommended social distancing is not possible, consider alternative methods to deliver the assistance, such as drop-off at front door, street or household level distributions (seek engagement with community/ street leaders).
- When handing over any items, put down the item, wipe it with an antiviral wipe, then stand back and ask the beneficiary to pick it up. If such wipes are not available, clean the item with soap and water and wipe dry with a disposable paper towel before handing it over with clean hands or gloves.

DISTRIBUTION POINT (IN-KIND ASSISTANCE)

- Visit potential distribution site/premises ahead of time to ensure the venue is safe/fit (spacious enough) for use.
- Communicate field visits as well as eligibility to receive aid criteria in advance by phone – directly to the household or to the community leaders (village, settlement councils) to avoid the congregation of people and any misperceptions or confusion.
- All staff are mandatorily required to wear face mask, avoid touching their face, perform hand sanitation regularly and follow general hygiene practices.
- Establish a clear route of distribution – from a reception point, verification point, collection point and exit to channel traffic.
- Set up hand washing point with adequate supply of hand wash solution. Alcohol-based hand sanitizer may be most practical.
- Allocate adequate areas for the elderly, pregnant and breastfeeding women, people with disabilities and individuals with pre-existing/chronic underlying conditions.
- Upon arrival at the distribution site, direct beneficiaries to the supervised hand washing area and then to the health screening area to have their body temperature assessed using a non-invasive (handheld / no-touch) thermometer.
- If a beneficiary is detected to have a fever or shows flu-like symptoms, direct him/her for a follow up by a state healthcare official/worker, in line with national health response protocols. Inform/assure beneficiaries who do not get cleared at the health screening / temperature check areas that they will receive rations irrespective of the results of the screening.
- On completion of distribution, ensure that the distribution point (room/ area/ tarpaulin) is swept clean and sprayed with disinfectant.

DELIVERY OF SERVICE ASSISTANCE

- Consider utilising technology to facilitate remote service provision as much as possible and as feasible such as consultation by phone.
- If physical visit to communities is absolutely necessary, ensure the venue is safe/fit (spacious enough) for use and establish a clear route of traffic to avoid congestion, e.g. screening of body temperature, establish a queue where people are separated by at least 1.5 metre distance while waiting, putting in place a referral pathway in case a beneficiary presents with flu-like symptoms or fever.
- Set up hand washing area with adequate supply of hand wash solution. Alcohol-based hand sanitizer may be most practical.
- All staff are mandatorily required to wear face mask, avoid touching their face, perform hand sanitation regularly and follow general hygiene practices.
4.3 COMMON REQUIREMENTS FOR ALL TYPES OF ACTIVITIES AND DELIVERY MODALITIES

- **All staff are mandatorily required** to wear face masks, avoid touching their faces, perform hand sanitation regularly and follow general hygiene practices.
- **All activities should be accompanied by COVID-19 related awareness-raising information** (in Ukrainian or Russian) and, subject to availability of material, distribution of information, education and communication (IEC) materials that are in line with the national recommendations.³
- **Ensure community engagement, clear communication and feedback mechanisms** (preferably phone, emails) are in place.
- **Limit administrative documentation requirements** that require physical contact such as signing of receipt forms etc.
- **When/if possible, optimise interaction with communities to support referral of additional needs.**
- **Consider using technology to facilitate post-distribution monitoring** such as phone calls.

5) DISCLAIMERS

- **The protocol acknowledges that new additional restrictions may be imposed** by concerned authorities/entities. Therefore, the document may require regular review and updates in case additional restriction measures are put in place.
- **Donors are requested to demonstrate flexibility in normal documentation requirements** where the production of this documentation requires close physical interaction with people receiving humanitarian assistance in order to reduce possible transmission of COVID-19.

³ A compilation of COVID-19 key message and IEC material (compiled by Health and WASH Clusters) are available online at: https://unicef - my.sharepoint.com/%2f%2f/personal/sdymkovskyy_unicef_org%2fAaQbf0Kb9dDsl5kQUuWfycBBvJTGFA_Ru0IKlgPwIEOag?e=InYIUF