

Call for Proposals Invitation Form

Programme Title: Integrated Security Fund Ukraine	
Programme summary: In the context of the full-scale invasion, the battle in the information environment is more important than ever. That is why we are supporting the Government of Ukraine (Cabinet of Ministers (CMU)) to stand up a refreshed, central Government Communications system. It will put audience insight data at the heart of communications planning, to better deliver policies through effective strategic communications interventions for Government.	
Max value of funding opportunity:	£1'500'000
Expected grant start date:	01 July 2026
Expected grant end date:	31 March 2027
Could funding value be split into multiple awards?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Region(s) and Sector(s):	Ukraine
Contact:	ISF Team/British Embassy Kyiv

*FCDO reserve the right to award to one or more organisation and the right to abandon this grant competition at any time without incurring costs.

A. Process and Timelines

This call for proposals is issued to non-profit organisations (NGOs/CSOs).

The British Embassy Kyiv invites proposals from non-profit organisations for project work under the Integrated Security Fund (ISF) Ukraine, for the period from 01 July 2026 to 31 March 2027. ISF Ukraine is building on the past 10 years of HMG support to strategic communications in Ukraine.

The deadline for submitting proposals is **23.59 (Kyiv time) on 24 May 2026**.

The Government of Ukraine vision of this support is provided in the Annex A, covering gaps in needs and resource requirements. The project proposals should **focus on the following** (see Annex A for reference):

- Objective 1. Enhance GoU capacity to collect, analyse and utilise audience-centric research and insight, to inform effective Strategic Communications planning.
- Objective 2. Support GoU to plan, coordinate and convene communications output across GoU ministries, and other relevant stakeholders.
- Objective 3. Support GoU to deliver effective, data-driven national communications activity through paid-for and earned-media engagement.

The project proposals should align with the Theory of Change:

- If GoU have the capacity to commission and analyse audience research, then GoU can design and deliver tailored and effective policy-backed strategic communications interventions targeting key audiences, and counter hybrid information environment-based threats more effectively.
- If coordination on communications between GoU ministries is enhanced and the strategic communication is delivered through a 'one voice', centrally coordinated function, then Ukraine will be in a better position to win the information war.
- If GoU can develop and deliver data-driven, policy-led communications strategies and interventions, then domestic GoU policy can be better informed and implemented for the public good.

The project proposals should cover the following outcomes/results (see Annex A for reference):

- Outcome 1: A Research and Monitoring team, that successfully produces contextual analysis of thematic regular and snap polling, and emerging trends, is established and operates effectively. The Office's work informs clear recommendations for effective messaging and communications tactics to Strategic Communications planners. This team will also lead evaluation for government communications activity.
- Outcome 2: A One Voice Communications Team conveying and coordinating proactive and reactive comms planning across GoU ministries and agencies is established and operates effectively. This team will operate based on UK GCS best-practice principles and the processes of this unit will therefore be developed in conjunction with the CMU and the UK's StratComms Adviser to GoU.
- Outcome 3: The Government of Ukraine establish and implement policy-led and data-informed Communications Strategies aligned to support the delivery of the Prime Minister's top policy priorities across owned and earned media activity.
- Outcome 4: Ukrainian Government Communications frameworks and best practices are developed and adopted, building on UK GCS best practice and adapted to the Ukrainian context.

Requirements:

- Strong understanding of GoU policy priorities, and a demonstrable understanding of using data and audience insight to develop robust and deliverable Communications Strategies.
- Ability to meet Government of Ukraine vision of Strategic Communications Support Office as provided in the Annex A covering gaps in needs and resources.
- Demonstrable technical ability to deliver communications campaigns across owned, earned and paid for media channels to domestic target audiences. Proposals should demonstrate an ability to align with UK Government Communications Service (GCS) operating frameworks I.e. the UK's Modern Communications Operating Model (MCOM, [OASIS Campaign Planning](#) model and the GCS Evaluation Cycle.
- Building and establishing Strategic Communications capabilities and systems, with a strong emphasis on processes, workflows and system governance. We will particularly welcome applications that show contribution to the objectives of the [100 Year Partnership](#), which seeks to deepen the relationship between Ukraine and the UK.

Only non-profit organisations are invited to send Proposals. This call for proposals is open for International Organisations (IOs), International non-governmental organisations (INGOs) and local civil society organisations (CSOs), that can also apply in consortium of few CSOs.

Successful projects should have sustainable outcomes and should clearly identify the change that will be brought about. All proposals should make clear how they complement existing activities supported by other donors and international partners, and how work in the regions complements national level activity.

The indicative maximum funding for this project is £1,500,000. This may be in addition to co-funding and self-funding contributions; indeed, this will be considered a merit. Projects must be implemented and all payments made by 31 March 2027. The Proposals should make clear how they will plan for an exit stage of the project and the transfer of capacity and capability building provided through the project lifetime. Where appropriate, the proposals are encouraged to describe how their project could be further scaled up if additional funding became available.

B. Criteria for evaluating proposals

Proposals should be sent to the British Embassy Kyiv at Kyiv.Projects@fcdo.gov.uk by **23.59 (Kyiv time) on 24 May 2026**. In the subject line, please indicate "StratComms" and the name of the

organization. We aim to evaluate proposals by end of June. Approved projects will commence in July 2026.

Questions and clarifications are accepted by email by 17:00 on 11th May. All questions and clarifications will be collected and published by 18th May. In the subject line, please indicate “StratComms_ Question” and the name of the organization.

The British Embassy Kyiv will carry out due diligence of potential grantees, including seeking references, as part of the selection process.

Call for proposals is competitive and only one selected project will receive funding. The Embassy reserves the right to accept or reject any or all proposals without incurring any obligation to inform the affected applicant(s) of the grounds of such acceptance or rejection or provide feedback on unsuccessful proposals. If organizations are not contacted by 31 July, they have been unsuccessful in this round.

Successful proposals **must demonstrate Gender Equality and Social Inclusion (GESI) Category C** (please see description of all GESI Categories in Annex B), i.e. have a gender equality objective explicit in the project documentation and an explanation of a positive impact of the project on advancing gender equality. If the project is designed with the principal intention of advancing gender equality, it must have outcomes on gender equality and outputs that contribute to these outcomes.

All projects or activities **must align with the [Paris Agreement on Climate Change](#)** and assess climate and environmental impact and risks, taking steps to ensure that no environmental harm is done and, where relevant, support adaptation.

Criteria	Score
Fit to objectives – the extent to which the proposal addresses the focus areas, theory of change, outcomes/results of the call for proposals; fit to GoU national priorities and strategies.	20
Quality of project – how well defined and relevant the outcome is and how outputs will deliver this change; Overall capacity to deliver, including quality of personnel and balance of skills on the team; ability to leverage bigger funding would be an advantage.	20
Project Delivery - presence in Kyiv and rapid deployment capability; overall capacity to deliver, including quality of personnel and balance of skills on the team; monitoring and evaluation and indicative KPIs; evidence of sustainability of proposed outputs; risks/mitigations - extent to which serious risks and mitigations have been identified	20
Budget/ Value for money – All costs are clearly identified and structured in ABB; the value of the expected project outcomes, the level of funding requested and institutional contribution; budget represents Value for Money, including fair procurement practices, efficient use of resources, competitive/fair rates.	20
Demonstrable relevant experience – strong operational experience of working in Ukraine; evidence of the project team’s understanding of the issue and its regional context; experience working with proposed beneficiaries and stakeholders and the ability to manage and deliver a successful project, demonstrated through the	15

organisation's, its partners, and the core team's experience to date in this area or closely related fields.	
Conflict and Gender-sensitive approach, including understanding of and adherence to programme delivery and engagement with BE Kyiv, and alignment with the Paris Agreement on Climate Change.	5
Total	100

c. Format for Technical Proposal

Template of the standard Project Proposal is available as **Annex C**.

Suggested Length

The recommended page length: 20-25 pages (max 25). Please do try and keep to within that limit. Please use font size 12 and font type Arial.

Organisations should consider how their proposal aligns clearly with the stated outcomes of the project. Please include an indication of what KPIs might look like over the 9 months of delivery.

Please ensure that the proposal includes any relevant experience and successes of the organisation. Please also include if you have experience in managing FCDO funds.

Please include details of the proposed team structure and capacity to deliver the project within the timeframe. It should be noted that the project may require registration with key beneficiaries (which might include multiple GoU Ministries).

If already known, please set out the likely profiles of key individuals and composition of the management team. You may include this in a separate annex.

Please ensure the proposal covers how the project will ensure benefits are sustained once the project funding ends.

The FCDO will expect regular meetings with the organisation and to be consulted on the strategic direction and prioritisation across the project. You may wish to set out your suggestions for close working and governance arrangements.

Successful proposals must demonstrate Gender Equality and Social Inclusion (GESI) Category D or E (please see description of all GESI Categories in **Annex B**), i.e. have a clear gender GESI objective explicit in the project documentation and an explanation of a positive impact of the project on advancing gender equality and social inclusion. For more details, please see GESI Guidance (**Annex B**).

Implementer must have robust safeguarding policies and implementation plans in place to ensure the protection of beneficiaries and to safeguard against sexual exploitation, abuse and sexual harassment (SEAH).

All projects or activities must align with the [Paris Agreement](#) on Climate Change and assess climate and environmental impact and risks, taking steps to ensure that no environmental harm is done and, where relevant, support adaptation.

D. Format for Financial Proposal

The standard Activity Based Budget (ABB, MS Excel Spreadsheet) template is available in **Annex D**. We will not consider proposals submitted in other formats. Budgets must be Activity Based Budgets (ABB), **all costs should be indicative, in GBP (not Ukrainian Hryvna)**. FCDO suggests using [OANDA](#). The costs eligibility guidance can be found in **Annex E**.

Successful implementers should be able to receive project funding in GBP (UK pound sterling) and open a **GBP bank account for the project**.

All project management, project administration, and overhead costs should be detailed and combined are not expected to exceed 15% of total budget. Budgeting overheads as a flat percentage is not supported, and any such costs should be fully detailed in the budget. We are unable to fund academic courses or academic research, English language courses, the purchase of IT or other equipment over £1,000 per item will require prior approval of the Embassy, but such procurement should not constitute a significant part of the overall project budget.

E. Annexes

1. Annex A. Needs assessment.
2. Annex B. GESI marker Guidance.
3. Annex C_Project Proposal Template_Part A
4. Annex D_Project Activity-Based Budget Template.
5. Annex E_Programme Expenditure Eligible Cost Guidance