

REQUEST FOR PROPOSAL

LRFP-2026-9206393

30 September 2026

UNITED NATIONS CHILDREN'S FUND (UNICEF)

Wishes to purchase

Institutional Construction Portfolio Management Services for 157 Sites

BID CONFERENCE DATE

On 07 October 2026 at 3:00PM East African Time (EAT).

VENUE: UNICEF office, ECA compounds, Zambezi building, 2nd-floor East wing Hibret meeting room. Interested bidders should send the names of their participants to email id - eth-supplyqaservices@unicef.org before 06 October 2026, 11:00 AM(EAT)

ENQUIRY CLOSING DATE:

15 October 2026 @11:00AM East African Time.

All enquiries should be sent to email ID - eth-supplyqaservices@unicef.org.

FPS: LTA for Services

BID CLOSING DATE: 20 OCTOBER 2026 @ 11:59 PM EAST AFRICAN TIME

SECURED EMAIL ID FOR BID SUBMISSION; SUBMISSION OF BIDS ONLY ALLOWED THROUGH THE SECURED E-MAIL ADDRESS: ETH-Tenderservices@unicef.org

Bids received after the stipulated date & time, to incorrect email ids will be invalidated.

MODALITY OF SUBMISSION - Bids must be split into 2 (two) separate emails as follows:

(i) Technical Proposal (TP) - All TP must be submitted in PDF format. The TP SHOULD NOT CONTAIN any information relating to prices or fees. All documents submitted in the TP should be clearly scanned and visible.

Email subject line must be titled "Bid Title-RFP-9206393-Technical Proposal-Company Name)".

(ii) Financial Proposal - all information relating to prices or fees must be entered in the attached BoQ and submitted in an e-mail as an attachment in both PDF and Excel Versions.

Email subject line must be titled #Bid Title - LRFP-9206393 -Financial Proposal-Company Name). Proposals can be sent in batches not to exceed UNICEF's e-mail size quota of twenty-five(25)megabytes per e-mail.

It is important that you read all the provisions of the Request for Proposal to ensure that you understand and comply with all UNICEF's requirements.

THIS REQUEST FOR PROPOSAL HAS BEEN:

Prepared By:

Sara Sahilu

(To be contacted for additional information, NOT FOR SENDING OFFERS)

Email . s.sahilu@unicef.org

Verified by:

BID FORM

This form must be completed, signed and returned to UNICEF.
Bid must be made in accordance with the instructions contained in this INVITATION.

TERMS AND CONDITIONS OF CONTRACT

Any Purchase Order resulting from this INVITATION shall contain UNICEF General Terms and Conditions and any other Specific Terms and Conditions detailed in this INVITATION.

INFORMATION

Any request for information regarding this INVITATION must be forwarded by email to the attention of the person who prepared this document, with specific reference to the Invitation number.

The Undersigned, having read the Terms and Conditions of INVITATION No. **LRFP-2026- 9206393** set out in the attached document, hereby offers to execute the services specified in the Terms and Conditions set out in the document.

Currency of Proposal: _____

Validity of Proposal: _____

Please indicate which of the following Early Payment Discount Terms are offered by you:
10 Days 3.0% _____ 15 Days 2.5% _____ 20 Days 2.0% _____ 30 Days Net _____
Other _____

Declaration

The undersigned, being a duly authorized representative of the Company, represents and declares that:

1.	The Company and its Management ¹ have not been found guilty pursuant to a final judgment or a final administrative decision of any of the following:	YES	NO
	a. fraud	☐	☐
	b. corruption	☐	☐
	c. conduct related to a criminal organisation	☐	☐
	d. money laundering or terrorist financing	☐	☐
	e. terrorist offences or offences linked to terrorist activities	☐	☐
	f. sexual exploitation and abuse:	☐	☐
	g. child labour, forced labour, human trafficking	☐	☐
	h. irregularity (non-compliance with any legal or regulatory requirement applicable to the Company or its Management).	☐	☐

¹ "Management" means any person having powers of representation, decision-making or control over the Organization. This may include, for example, executive management and all other persons holding downstream managerial authority, anyone on the board of directors, and controlling shareholders.

2.	The Company and its Management have not been found guilty pursuant to a final judgment or a final administrative decision of grave professional misconduct.	☐	☐
3.	The Company and its Management are not: bankrupt, subject to insolvency or winding-up procedures, subject to the administration of assets by a liquidator or a court, in an arrangement with creditors, subject to a legal suspension of business activities, or in any analogous situation arising from a similar procedure provided for under applicable national law.	☐	☐
4.	The Company and its Management have not been the subject of a final judgment or a final administrative decision finding them in breach of their obligations relating to the payment of taxes or social security contributions.	☐	☐
5.	The Company and its Management have not been the subject of a final judgment or a final administrative decision which found they created an entity in a different jurisdiction with the intent to circumvent fiscal, social or any other legal obligations in the jurisdiction of its registered office, central administration, or principal place of business (<i>creating a shell company</i>).	☐	☐
6.	The Company and its Management have not been the subject of a final judgment or a final administrative decision which found the Company was created with the intent referred to in point (5) (<i>being a shell company</i>).	☐	☐



The UNICEF reserves the right to disqualify the Company suspend or terminate any contract or other arrangement between the UNICEF and the Company, with immediate effect and without liability, in the event of any misrepresentation made by the Company in this Declaration.

It is the responsibility of the Company to immediately inform the UNICEF of any changes in the situations declared.

This Declaration is in addition to, and does not replace or cancel, or operate as a waiver of, any terms of contractual arrangements between the UNICEF and the Company.

Signature: _____

Date: _____

Name and Title: _____

Name of the Company: _____

UNGM #: _____

Postal Address: _____

Email: _____

Item No	Item Description	Quantity/Unit	Unit Price	Amount
SCHEDULE NO: 1 SUPPLY				
00010		1 Perf. unit		

Incoterms & Delivery Requested		Lead Time & Related Charges	
Packing			
Unit : Dimension.....x.....x.....cm		Weight.....kg	Volume.....cbm
Total: Dimension.....x.....x.....cm		Weight.....kg	Volume.....cbm

SPECIFIC TERMS AND CONDITIONS

PART I # PURPOSE OF THIS REQUEST FOR PROPOSALS FOR SERVICES

1. Background
 - 1.1 UNICEF promotes the rights and wellbeing of every child, in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere.#
2. Solicitation
 - 2.1 The purpose of this Request for Proposals for Services (#RFPS”) is to invite proposals for Institutional Construction Portfolio Management Services for 157 Sites as fully detailed in the Terms of Reference/Statement of Work attached at Annex B]
 - 2.2 This RFPS document is comprised of the following:
 - . This document
 - . The UNICEF General Terms and Conditions of Contract (Services) which are attached as Annex A to this document
 - . ANNEX - B - The full Terms of Reference/Statement of Work
 - . Annex - C - Evaluation Criteria
 - . ANNEX - D - TECHNICAL PROPOSAL - CONTENT & FORMAT
 - . ANNEX - E - CONTRACTOR’S EXPERIENCE # FORMAT
 - . ANNEX - F - BOQ AND FINANCIAL RATE CARD
 - 2.3 This RFPS is an invitation to treat and shall not be construed as an offer capable of being accepted or as creating any contractual, other legal or restitutionary rights. No binding contract, including a process contract or other understanding or arrangement, will exist between the Proposer and UNICEF and nothing in or in connection with this RFPS shall give rise to any liability on the part of UNICEF unless and until a contract is signed by UNICEF and the successful Proposer.

PART II # PROPOSAL SUBMISSION PROCESS

1. Proposal Submission Schedule
 - 1.1 Acknowledgement of receipt of RFPS. Proposers are requested to inform UNICEF as soon as possible by E-mail to UNICEF Ethiopia Supply Section at ETH-SupplyQAservices@unicef.org that they have received this RFPS.
- IMPORTANT: PROPOSALS ARE NOT TO BE SENT TO THE EMAIL STATED ABOVE # ANY PROPOSALS SENT TO THE ABOVE NAMED EMAIL WILL BE DISQUALIFIED.**
- 1.2 Questions from Proposers. Proposers are required to submit any questions in respect of this RFPS by email to ETH-SupplyQAservices@unicef.org. The deadline for receipt of any questions is the 15th of October 2026 @11:00AM local time.

IMPORTANT: PROPOSALS ARE NOT TO BE SENT TO THE EMAIL STATED ABOVE # ANY PROPOSALS SENT TO THE ABOVE NAMED EMAIL WILL BE DISQUALIFIED.

Proposers are required to keep all questions as clear and concise as possible.

Proposers are also expected to immediately notify UNICEF in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies or other faults in any part of the RFPS, providing full details. Proposers will not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies or other faults.

UNICEF will compile the questions received. UNICEF may, at its discretion, at once copy any anonymized question and its reply to all other invited Proposers and/or post these on the UNICEF website and/or respond to the question at a bid conference. After any such bid conference, a Questions and Answers document may be prepared and posted on the UNICEF website.

1.3 Amendments to RFPS Documents. At any time prior to the Submission Deadline, UNICEF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Proposer, modify the RFPS documents by amendment. If the RFPS was available publicly online, amendments will also be posted publicly online. Further, all prospective Proposers that have received the RFPS documents directly from UNICEF will be notified in writing of all amendments to the RFPS documents. In order to afford prospective Proposers reasonable time in which to take the amendment into account in preparing their Proposals, UNICEF may, at its sole discretion, extend the Submission Deadline.

1.4 Bid conference. On 7th October 2026 at 3:00 PM local time, a bid conference will be conducted at the UNICEF office, ECA compounds Zambezi building, 2nd-floor East wing Hibret meeting room. Interested bidders should send the names of their participants to ETH-SupplyQAservices@unicef.org.

1.5 Submission Deadline. The deadline for submission of proposals is as follows:

- 20th October 2026 @ 11:59 PM East African Time
Bidders can submit their proposals as indicated below:

Full proposals should be submitted in ENGLISH via the e-mail ETH-Tenderservices@unicef.org and must be split into 2 (two) separate emails as follows:

(i) Technical Proposal - all technical information must be submitted in PDF format. The technical proposal should not contain any information relating to prices or fees. Technical documents must consist of clearly scanned legal and credential documents as outlined in the Terms of Reference. The attachment must be titled #LRFP-2026- 9206393 -Technical Proposal-(Company Name)".

(ii) Financial Proposal - all information relating to prices or fees must be entered in the attached BoQ and submitted in an e-mail as an attachment in PDF and Excel Versions. The attachment must be titled #LRFP-2026-9206393-Financial Proposal-(Company Name).

Any proposals received by UNICEF after the Submission Deadline will be rejected.

1.6 Proposal Opening. Due to the nature of this RFPS, there will be no public opening of proposals.

2. Language

2.1 The Proposal prepared by the Proposer and all correspondence and documents relating to the Proposal exchanged by the Proposer and UNICEF, will be written in English. Supporting documents and printed literature furnished by the Proposer may be in another

language provided that they are accompanied by an appropriate translation in English. When interpreting the Proposal, the translated version of these supporting documents and printed literature will prevail over the original version of these documents. The sole responsibility for translation, including the accuracy of the translation, will rest with the Proposer.

3. Validity of proposals; Modification and Clarifications; Withdrawal

3.1 **Validity Period.** Proposers must indicate the validity period of their Proposal. Proposals should be valid for a period of not less than one hundred and twenty (120) days after the Submission Deadline. A Proposal valid for a shorter period of time shall not be further considered. UNICEF may request the Proposer to extend the validity period. The Proposal of Proposers who decline to extend the validity of their Proposal shall become disqualified as no longer valid.

3.2 **Other Changes.** All changes to a Proposal must be received by UNICEF prior to the Submission Deadline. The Proposer must clearly indicate that the revised Proposal is a modification and supersedes the earlier version of the Proposal, or state the changes from the original Proposal.

3.3 **Withdrawal of Proposal.** A Proposal may be withdrawn by the Proposer on e-mailed, faxed or written request received by UNICEF from the Proposer prior to Submission Deadline. Negligence on the part of the Proposer confers no right for the withdrawal of the Proposal after it has been opened.

3.4 **Clarifications Requested by UNICEF.** During the evaluation of Proposals, UNICEF may, in its sole discretion, seek clarifications from any Proposer in order for UNICEF to fully understand the Proposer's Proposal and assist in the examination, evaluation and comparison of Proposals. UNICEF may seek such clarifications through written communications or may request an interview with any Proposer. During this clarification process, no change in the price or substance of the Proposal will be sought, offered or permitted, except as required in order to allow for correction of arithmetical errors discovered by UNICEF.

3.5 **References.** UNICEF reserves the right to contact any or all references supplied by the Proposer(s) and to seek references from other sources as UNICEF deems appropriate.

4. Eligibility; Proposer Information

4.1 **Proposer.** The term #Proposer" refers to those companies that submit a proposal pursuant to this RFPS and #Proposal" refers to all the documents provided by the Proposer in its response to this RFPS. A Proposer will only be eligible for consideration if it complies with the representations set out in Part V of this RFPS, including the representations on ethical standards, including conflicts of interest.

4.2 Joint Venture, Consortium or Association.

(a) If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the proposal, each such legal entity will confirm in their joint Proposal that:

(i) they have# designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this will be evidenced by a Joint Venture Agreement among the legal entities, which will be submitted along with the Proposal; and

(ii) if they are awarded the contract, the designated lead entity will enter into

the contract with UNICEF, who will be acting for and on behalf of all the member entities comprising the joint venture.#

(b) After the Proposal has been submitted to UNICEF, the lead entity identified to represent the joint venture will not be altered without the prior written consent of UNICEF.#

(c) If a joint venture's Proposal is the Proposal selected for award, UNICEF will award the contract to the joint venture, in the name of its designated lead entity.# The lead entity will sign the contract for and on behalf of all other member entities.

4.3 Proposals from Government Organizations. The eligibility of Proposers that are wholly or partly owned by the Government will be subject to UNICEF's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to these RFPS documents, and others that may lead to undue advantage against other Proposers, and the eventual rejection of the Proposal.

4.4 Proposals from organizations where the sole proprietor is a former or retired UNICEF/UN staff member. Any organization, whose sole proprietor is a former or retired staff member of UNICEF (or any other United Nations organization), which submits a Proposal must disclose this previous United Nations employment at the time of submission.# Any such Proposal will be treated as though the Proposal came from an individual for the purposes of UNICEF's standard conditions on contracting former and retired members of staff.

5. Preparation of Offer

5.1 Proposers are responsible to inform themselves in preparing their Proposal. In this regard, the Proposers will ensure that they:

- Examine all terms, requirements and formal submission instructions (e.g. regarding form and timing of submission, marking of envelopes, no price information in technical proposal etc.) included in the RFPS documents (including the Instruction to Proposers section);
- Review the RFPS to ensure that they have a complete copy of all documents;

- Review the standard UNICEF Contractual Provisions and the UNICEF General Terms and Conditions of Contract (Services) for the supply of services publicly available on the UNICEF Supply website: <http://www.unicef.org/supply/resources/procurement-policies>;

- Review the UNICEF policies publicly available on the UNICEF Supply website: <http://www.unicef.org/supply/resources/procurement-policies>. In particular, Proposers should familiarize themselves with the obligations imposed on suppliers and their personnel and sub-contractors under the UNICEF Policy Prohibiting and Combatting Fraud and Corruption and the UNICEF Policy on Conduct Promoting the Protection and Safeguarding of Children;

- Attend any bid conference if it is mandatory under this RFPS;
- Fully inform and satisfy themselves as to requirements of any relevant authorities and laws that apply, or may in the future apply, to the supply of the services.

Proposers acknowledge that UNICEF, its directors, employees and agents make no representations or warranties (express or implied) as to the accuracy or completeness of this RFPS or any other information provided to the Proposers.

5.2 Failure to meet all requirements and instructions in the RFPS documents or to provide all requested information will be at the Proposer's own risk, and may result in rejection of the Proposer's Proposal.

5.3 The Proposal must be organized to follow the format of this RFPS.

Each Proposer must respond to the stated requests or requirements, and indicate that the Proposer understands and confirms acceptance of UNICEF's stated requirements. The Proposer should identify any substantive assumption made in preparing its offer. The deferral of a response to a question or issue to any contract negotiation stage is not acceptable. Any item not specifically addressed in the Proposal will be deemed as accepted by the Proposer. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will affect the evaluation of the Proposal.

5.4 All references to descriptive materials should be included in the appropriate Proposal paragraph, though the material/documents themselves may be provided as annexes to the Proposal. The Proposer must also provide sufficient information in the Proposal to address each area of the evaluation criteria as presented in this document to allow a fair assessment of all of the Proposers and their Proposals. It is for UNICEF to determine, in its sole discretion, whether information provided is sufficient.

5.5 The completed and signed Request for Proposal for Services Form must be submitted together with the Proposal. The Request for Proposal for Services Form must be signed by a duly authorized representative of the Organization/Company.

5.6 Proposals must be clearly marked with the RFPS number.

5.7 If answer sheets are provided by UNICEF then these must be completed by the Proposer.

5.8 Technical Proposal: The Technical Proposal should address the criteria and requirements outlined in this RFPS, paying particular attention to its Terms of Reference/Statement of Work and its evaluation criteria. It is important to note that UNICEF actively welcomes innovative proposals and original solutions to the stated service need. NO PRICE INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL.

5.9 Price Proposal: The Price Proposal should be prepared in accordance with the requirements contained in the Terms of Reference/Statement of Work for this RFPS.

5.10 Each Proposer acknowledges that its participation in any stage of the solicitation process for this RFPS is at its own risk and cost. The Proposer is responsible for, and UNICEF is not responsible for, the costs of preparing its Proposal or response to this RFPS, attendance at any bid conference, site visit, meetings or oral presentations, regardless of the conduct or outcome of the solicitation process.

[5.11 The Proposer's Proposal will include all of the following labelled annexes:

[]

6. Proposal Documents; Confidentiality

6.1 This RFPS, together with all Proposal documents provided by the Proposer to UNICEF, will be considered the property of UNICEF and Proposals will not be returned to the Proposers.

6.2 Information contained in the Proposal documents, which the Proposer considers to be its confidential information, should be clearly marked "confidential", next to the relevant part of the text, and UNICEF will treat such information accordingly.

6.3 All information and documents provided to the Proposers by UNICEF (#RFPS Materials") shall be treated as confidential by the Proposers. If the Proposer declines to respond to this RFPS, or, if the Proposal is rejected or unsuccessful, the Proposer will promptly return all such RFPS Materials to UNICEF, or destroy or delete all such RFPS Materials. The Proposer shall not use the RFPS Materials for any purpose other than the purpose of preparing a Proposal and shall not disclose the RFPS Materials to any third party, except: (a) with the prior written consent of UNICEF; (b) where the third party is assisting the Proposer in preparing the Proposal, provided the Proposer has previously

ensured that party's adherence to this duty of confidentiality; (c) if the relevant RFPS Materials are at the time of this RFPS lawfully in the possession of the Proposer through a party other than UNICEF; (d) if required by law, and provided that the Proposer has previously informed UNICEF in writing of its obligation to disclose the RFPS Materials; or (e) if the RFPS Materials are generally and publicly available other than as a result of breach of confidence by the person receiving the RFPS Materials.

7. Multiple proposals and proposals from related organizations

7.1 Proposers shall not submit more than one Proposal as part of this RFPS process.

7.2 If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal then neither the lead entity nor the member entities of the joint venture may submit another Proposal, either in its own capacity or as a lead entity or a member entity for another joint venture submitting another Proposal.#

7.3 UNICEF reserves the right to reject separate Proposals submitted by two or more Proposers if the Proposers are related organizations and are found to have any of the following:

(a) they have at least one controlling partner, director or shareholder in common; or

(b) any one of them receive or have received any direct or indirect subsidy from the other(s); or

(c) they have a relationship with each other, that gives one or more Proposers access to confidential information about, or influence over, the other Proposal(s); or

(d) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer; or

(e) an expert proposed to be in the team of one Proposer participates in more than one Proposal received for this solicitation process.

PART III #AWARD/ADJUDICATION OF PROPSALS

1. Award

1.1 Proposal Evaluation Process. The evaluation is carried out by UNICEF in accordance with UNICEF's regulations, rules and practices and all determinations are made in UNICEF's sole discretion.

After opening the Proposals, UNICEF will carry out the following steps in the following order:

· First, each Proposal will be evaluated for compliance with the mandatory requirements of this RFPS. Proposals deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this RFPS, including, but not limited to, failure to provide all required information, may result in a Proposal being disqualified from further consideration.

· Second, UNICEF will evaluate the Technical Proposal part for compliance with the technical requirements stated in this RFPS on the basis of the Proposal evaluation approach set out below.

Third, UNICEF will undertake a commercial evaluation of the Price Proposal part of technically compliant Proposals on the basis of the Proposal evaluation approach set out below.

1.2 Proposal Evaluation Approach.

[NOTE TO UNICEF STAFF # IF USING WEIGHTED SCORING EVALUATION APPROACH INCLUDE THE MATERIAL BELOW AND DELETE THE SECTION FURTHER BELOW NAMED LOWEST-PRICE TECHNICALLY COMPLIANT PROPOSAL APPROACH]

[Weighted scoring evaluation approach]

The evaluation criteria will be a split between technical and commercial (price proposal) scores (70/30 split).

Proposals submitted in response to this RFPS should include and will be evaluated against the following:

a) Technical Evaluation

Total Maximum 70 Points

Only Proposals which receive a minimum of 49 points will be considered further.

b) Price Proposal (commercial evaluation)

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

Score for price proposal X = (Max. score for price proposal ([INSERT NUMBER] Points) * Price of lowest priced proposal) / Price of proposal X

Total obtainable Technical and Price points: 100

The Service Provider shall submit an all-inclusive financial proposal covering personnel, management systems, travel, insurance, communications, office support, regional deployment and other costs required to deliver the services. The financial proposal shall identify any assumptions, exclusions and reimbursable items.

Correction and clarification. Arithmetic errors and clarifications shall be handled strictly in accordance with the solicitation instructions. Clarifications shall not change the substance, scope or price basis of the proposal.

Award recommendation. Award shall be recommended to the highest-ranked substantially responsive proposal after verification of eligibility, qualifications, staffing, financial assumptions, conflicts of interest and capacity to deliver the full portfolio

[NOTE TO UNICEF STAFF # IF USING LOWEST-PRICE TECHNICALLY COMPLIANT PROPOSAL APPROACH USE TEXT BELOW AND DELETE SECTION ABOVE NAMED WEIGHTED SCORING EVALUATION APPROACH]

UNICEF will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS)

award the contract(s) to the vendor(s) providing the lowest priced technically compliant Proposal(s).]

1.3 Multiple Arrangements. UNICEF reserves the right to make multiple arrangements for any service(s) where UNICEF considers it to be in its best interest to do so.

1.4 Negotiation. UNICEF reserves the right to negotiate with the Proposer(s) that has/have attained the best rating/ranking, i.e. those providing the overall best value Proposal.

1.5 Award Notification. UNICEF will only notify the Proposer(s) that has/have been awarded the contract(s) resulting from this solicitation process; UNICEF may, but is not required to, notify the other Proposers of the outcome of this solicitation process.

2. General Terms And Conditions Of Contract (Services)

2.1 UNICEF's General Terms and Conditions of Contract (Services) will apply to any contract(s) awarded in connection with this RFPS. By signing the Request for Proposal for Services Form, each Proposer is deemed to have confirmed its acceptance of the UNICEF General Terms and Conditions (Services). The Proposer understands that if it proposes any amendments or additional terms to the UNICEF General Terms and Conditions (Services), these must be clearly detailed in the Proposal and may negatively affect the evaluation of the Proposal.

3. Rights of UNICEF

3.1 UNICEF reserves the following rights:

(a) to accept any Proposal, in whole or in part; to reject any or all Proposals; or to cancel this solicitation process in its entirety;

(b) to verify any information contained in Proposer's response (and the Proposer will provide UNICEF with its reasonable cooperation with such verification);

(c) to invalidate any Proposal received from a Proposer that, in UNICEF's sole opinion has previously failed to perform satisfactorily or complete contracts on time, or UNICEF believes is not in a position to perform the contract;

(d) to invalidate any Proposal that, in UNICEF's sole opinion, fails to meet the requirements and instructions stated in this RFPS;

(e) to suspend negotiations or withdraw an award to a Proposer at any time up until a contract has been signed with such Proposer. UNICEF is not required to provide any justification, but will give notice prior to any such suspension of negotiations or withdrawal of award.

3.2 UNICEF is not liable to any Proposer for any costs, expense or loss incurred or suffered by such Proposer in connection with this RFPS or solicitation process, including, but not limited to, any costs, expense or loss incurred as result of UNICEF exercising any of its rights in paragraph 3.1 above.

PART IV # REQUIREMENTS

1. Price and Payment

1.1 Price. The fee for the services and deliverables will be treated as inclusive of all costs, expenses, charges or fees that the Proposer may incur in connection with the performance of the work. The Proposer is invited to offer any unconditional discounts. Further, the Proposer may offer early payment discounts, i.e. payment within a specific period of time faster than

UNICEF's standard payment terms of 30 days.

1.2 Payment Terms. Invoices may be issued to UNICEF only after the services (or components of the services) have been provided and the deliverables (or installments of the deliverables) have been delivered (a) in accordance with the contract and (b) to UNICEF's satisfaction. The standard terms of payment are net 30 days, after receipt of invoice. Payment will be effected by bank transfer in the currency of the contract.

The Proposer will suggest a payment schedule for the contract that is linked to clear milestones and/or deliverables identified in the Terms of Reference/Statement of Work.

1.3 Currency. (a) The currency of the Proposal shall be in Ethiopian Birr (ETB). UNICEF will reject any proposals submitted in another currency.

(b) If the above paragraph (a) explicitly permits two or more specified currencies for the Proposals, then for evaluation purposes only, offers submitted in a currency other than US Dollars will be converted into US Dollars using the United Nations rate of exchange in effect on the submission deadline date.

1.4 Taxes. Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNICEF as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All prices/rates quoted in the Proposal must be net of any direct taxes and any other taxes and duties, unless otherwise specified in the RFPS documents.

2. Implementation

2.1 No Reliance. Except as expressly set out in the RFPS documents, UNICEF will have no obligation to provide any assistance to the contractor and UNICEF makes no representations as to the availability of any facilities, equipment, materials, systems or licenses which may be helpful or useful for the performance of the work. If the Proposer requires any facilities, equipment, materials, systems or licenses in order to do the work, this must be explicitly detailed in its Proposal.

2.2 Sub-contractors. Proposers must identify in their Proposal, any products which may be offered by themselves, but originate from another supplier and/or country. Further, Proposers must identify in their proposal any planned subcontracting of services. All subcontracting arrangements will be reviewed by UNICEF as part of its evaluation of the Proposal.

2.3 Experts. If so required in the Terms of Reference/Statement of Work each key expert profile requested in the Terms of Reference/Statement of Work must sign an exclusivity and availability statement. The purpose of Exclusivity and Availability Statement is as follows:

(a) The key experts proposed in the Proposal must not be part of any other Proposer's Proposal being submitted for this RFPS process. They must therefore engage themselves exclusively to the Proposer.

(b) Each key expert must also undertake to be available, able and willing to work for all the period foreseen for his/her input during the implementation of the contract as indicated in the Terms of Reference/Statement of Work and the Proposal.

Having selected a Proposal partly on the basis of an evaluation of the key experts presented in the Proposal, UNICEF expects the contract to be executed by these specific experts. As the expected date of mobilization is given in the RFPS, UNICEF will only consider substitutions after the deadline for the

submission of offers in cases of unexpected delays in the commencement date beyond the control of the Proposer, or exceptionally because of the incapacity of a key expert for health reasons or due to force majeure or other circumstances which may justify a replacement and which would not have any effect on the selection of the Proposal. The desire of a Proposer to use an expert on another project or a change of mind on the part of an expert about the contract will not be accepted as a reason for substitution of any of the key experts.

2.4 Joint Ventures. The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entities in the joint venture in delivering the requirements of this RFPS, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture will be subject to the eligibility and qualification assessment by UNICEF.

Where a joint venture is presenting its track record and experience in a similar undertaking as those required in this RFPS, it should present such information in the following manner:

- a. Those that were undertaken together by the joint venture; and
- b. Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in this RFPS.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.

3. Liquidated Damages

3.1 Liquidated damages. Any contracts awarded in connection with this RFPS will include the following clause on liquidated damages:

"In addition to, and without prejudice to any of the other rights and remedies of UNICEF including, but not limited to, those set out in the UNICEF General Terms and Conditions of Contract (Services), if the Contractor fails to provide the Services or the Deliverables in accordance with the time schedule set out in the Contract, or if UNICEF determines that the Services or Deliverables do not conform to the requirements of the Contract, UNICEF may claim liquidated damages from the Contractor and, at UNICEF's option, the Contractor will pay such liquidated damages to UNICEF or UNICEF will deduct such liquidated damages from the Contractor's invoice(s). Such liquidated damages will be calculated as follows: one half of one per cent (0.5%) of the Contract Fee for the delayed Services and Deliverables for each day of delay, or in the case of a Fee calculated on a time-based rate, one half of one per cent (0.5%) of the time-based rate for all the Contractor Personnel required to provide the relevant Services or Deliverables, until performance of conforming Services or delivery of conforming Deliverables, up to a maximum of ten per cent (10%) of the value of the Contract. The payment or deduction of such liquidated damages will not relieve the Contractor from any of its other obligations or liabilities pursuant to the Contract."

PART V # PROPOSER REPRESENTATIONS

1. Price # Most Favoured Customer

1.1 The Proposer confirms that the fees, rates and charges and related pricing terms with respect to the services specified in the Proposal are the most favourable pricing terms available to any customer of the Proposer (or any of the Proposer's affiliates). If at any time during the term of any contract resulting from the Proposal, any other customer of the Proposer (or of any of the Proposer's affiliates) obtains more favourable pricing terms than those provided to UNICEF, the Proposer will retroactively adjust the fee and related pricing terms under the contract to conform to the

more favourable terms and the Proposer will promptly pay UNICEF any amounts owing to UNICEF as a result of such retroactive fee adjustment.

2. General Representations

By submitting its Proposal in response to this RFPS, the Proposer confirms to UNICEF as at the Submission Deadline:

2.1 The Proposer has (a) the full authority and power to submit the Proposal and to enter into any resulting contract, and (b) all rights, licenses, authority and resources necessary, as applicable, to develop, source and supply the services and to perform its other obligations under any resulting contract. The Proposer has not and will not enter into any agreement or arrangement that restrains or restricts any person's rights to use, sell, dispose of or otherwise deal with any service, deliverable or outcome that may be acquired under any resulting contract.

2.2 All of the information it has provided to UNICEF concerning the services and the Proposer is true, correct, accurate and not misleading.

2.3 The Proposer is financially solvent and is able to supply the services to UNICEF in accordance with the requirements described in this RFPS.

2.4 The use or supply of the services does not and will not infringe any patent, design, trade-name or trade-mark.

2.5 The development and supply of the services has complied, does comply, and will comply with all applicable laws, rules and regulations.

2.6 The Proposer will fulfill its commitments with the fullest regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

2.7 It has the personnel, experience, qualifications, facilities, financial resources and all other skills and resources to perform its obligations under any resulting contract.

2.8 The Proposer agrees to be bound by the decisions of UNICEF, including but not limited to, decisions as to whether the Proposer's Proposal meets the requirements and instructions stated in this RFPS and the results of the evaluation process.

3. Ethical Standards

UNICEF requires that all Proposers observe the highest standard of ethics during the entire solicitation process, as well as the duration of any contract that may be awarded as a result of this solicitation process. UNICEF also actively promotes the adoption by its suppliers of robust policies for the protection and safeguarding of children and the prevention and prohibition of sexual exploitation and sexual abuse.

By submitting its Proposal in response to this RFPS, the Proposer makes the following representations and warranties to UNICEF as at the Submission Deadline:

3.1 In respect of all aspects of the solicitation process the Proposer has disclosed to UNICEF any situation that may constitute an actual or potential conflict of interest or could reasonably be perceived as a conflict of interest.##In particular, the Proposer has disclosed to UNICEF if it or any of its affiliates is, or has been in the past, engaged by

UNICEF to provide services for the preparation of the design, specifications, cost analysis/estimation, and other documents to be used for the procurement of the services requested under this RFPS; or if it or any of its affiliates has been involved in the preparation and/or design of the programme/project related to the services requested under this RFPS.

3.2 The Proposer has not unduly obtained, or attempted to unduly obtain, any confidential information in connection with the solicitation process and any contract that may be awarded as a result of this solicitation process.

3.3 No official of UNICEF or of any United Nations System organisation has received from or on behalf of the Proposer, or will be offered by or on behalf of the Proposer, any direct or indirect benefit in connection with this RFPS including the award of the contract to the Proposer. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

3.4 The following requirements with regard to former UNICEF officials have been complied with and will be complied with:

(a) During the one (1) year period after an official has separated from UNICEF, the Proposer may not make a direct or indirect offer of employment to that former UNICEF official if that former UNICEF official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Proposer has participated.

(b) During the two (2) year period after an official has separated from UNICEF, that former official may not, directly or indirectly on behalf of the Proposer, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

3.5 Neither the Proposer nor any of its affiliates, or personnel or directors, is subject to any sanction or temporary suspension imposed by any United Nations System organisation or other international inter-governmental organisation. The Proposer will immediately disclose to UNICEF if it or any of its affiliates, or personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the contract. If the Proposer or any of its affiliates, or personnel or directors becomes subject to any such sanction or temporary suspension during the term of any resulting contract, UNICEF will be entitled to suspend the contract for a period of time up to thirty (30) days or terminate the contract, at its sole choice, with immediate effect upon delivery of a written notice of suspension or termination, as the case may be, to the Proposer. If UNICEF chooses to suspend the contract it will be entitled to terminate the contract at the end of the thirty (30) days' suspension at UNICEF's sole choice.

3.6 The Proposer will (a) observe the highest standard of ethics; (b) use its best efforts to protect UNICEF against fraud, in the solicitation process and in the performance of any resulting contract; and (c) comply with the applicable provisions of UNICEF's Policy Prohibiting and Combatting Fraud and Corruption which can be accessed on the UNICEF website at <http://www.unicef.org/supply/resources/procurement-policies>. In particular, the Proposer will not engage, and will ensure that its personnel, agents and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF's Policy Prohibiting and Combatting Fraud and Corruption.

3.7 The Proposer will comply with all laws, ordinances, rules and regulations bearing upon its participation in this solicitation and the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.ungm.org).

3.8 Neither the Proposer nor any of its affiliates, is engaged, directly or

indirectly, (a) in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32, or the International Labour Organisation's Convention Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, No. 182 (1999); or (b) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilised in the manufacture of anti-personnel mines.

3.9 The Proposer has taken and will take all appropriate measures to prevent sexual exploitation or abuse of anyone by its personnel including its employees or any persons engaged by the Proposer to perform any services in the Proposer's participation in this solicitation. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, will constitute the sexual exploitation and abuse of such person. The Proposer has taken and will take all appropriate measures to prohibit its personnel including its employees or other persons engaged by the Proposer, from exchanging any money, goods, services, or other things of value, for sexual favours or activities or from engaging in any sexual activities that are exploitive or degrading to any person.

3.10 The Proposer confirms that it has read UNICEF's Policy on Conduct Promoting the Protection and Safeguarding of Children. The Proposer will ensure that its Personnel understand the notification requirements expected of them and will establish and maintain appropriate measures to promote compliance with such requirements. The Proposer will further cooperate with UNICEF's implementation of this Policy.

3.11 The Proposer will inform UNICEF as soon as it becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in this Article 3.

3.12 Each of the provisions in this Article 3 of Part V constitutes an essential condition of participation in this solicitation process. In the event of a breach of any of these provisions, UNICEF is entitled to disqualify the Proposer from this solicitation process and/or any other solicitation process, and to terminate any contract that may have been awarded as a result of this solicitation process, immediately upon notice to the Proposer, without any liability for termination charges or any liability of any kind. In addition, the Proposer may be precluded from doing business with UNICEF and any other entity of the United Nations System in the future.

4. Audit

4.1 From time to time, UNICEF may conduct audits or investigations relating to any aspect of a contract awarded in relation to this RFPS, including but not limited to the award of the contract and the Proposer's compliance with the provisions of Article 3 above. The Proposer will provide its full and timely cooperation with any such audits or investigations, including (but not limited to) making its personnel and any relevant data and documentation available for the purposes of such audits or investigations, at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such audits or investigations access to the Proposer's premises at reasonable times and on reasonable conditions in connection with making its personnel and any relevant data and documentation available. The Proposer will require its sub-contractors and its agents to provide reasonable cooperation with any audits or investigations carried out by UNICEF.

5. Mandatory qualification criteria

- . Signed proposal, completed schedules, financial proposal and proposal validity confirmed.
- . Valid legal registration, professional/business licence, tax documentation and authority to provide the proposed services in Ethiopia.
- . Eligibility declarations, conflict-of-interest disclosure, confidentiality undertaking and absence of prohibited practices.
- . Evidence of required insurance, financial standing and capacity to mobilize and maintain the proposed

team.

- . Acceptance of UNICEF safeguarding/PSEA, ESS, HSE, anti-fraud, Supplier Code of Conduct and data-protection obligations.
- . Complete technical proposal, methodology, work plan, staffing/deployment plan, references and required supporting evidence.

INSTRUCTION TO BIDDERS

1. MARKING AND RETURNING PROPOSALS

1.1 Proposals shall be submitted in the manner specified earlier in this solicitation document. Detailed submission guidance at paragraphs 1.7, 1.8 and/or 1.9 should then be followed accordingly.

1.2 The Bid Form/Request for Proposal for Services Form must be signed, and submitted together with the Proposal. The Bid Form/Request for Proposal for Services Form should be signed by the duly authorized representative of the submitting company.

1.3 Proposals must be clearly marked with the RFP(S) number and the name of the company submitting the Proposal.

1.4 Proposers should note that Proposals received in the following manner will be invalidated:

- a) with incorrect (as applicable) postal address, email address or fax number;
- b) received after the stipulated closing time and date;
- c) failure to quote in the currency(ies) stated in the RFP(S);
- d) in a different form than prescribed in the RFP(S).

1.5 Technical Proposal: The Technical Proposal should address the criteria and requirements outlined in this RFP(S), paying particular attention to its schedules/Terms of Reference/Statement of Work and its evaluation criteria. It is important to note that UNICEF actively welcomes innovative proposals and original solutions to the stated service/goods need.

NO PRICE INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL.

1.6 Price Proposal: The Price Proposal should be prepared in accordance with the requirements contained in the schedules/Terms of Reference/Statement of Work for this RFP(S).

1.7 Sealed Proposals (as applicable)

1.7.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.7.2 The Proposal must be sent for the attention of unit/team and address as specified in this RFP/RFPS. Proposals not sent in this manner will be disqualified.

1.7.3 They must be clearly marked as follows:

* Outer sealed envelope:

Name of company
[RFP(S) NO.]
[NAME OF UNIT & UNICEF OFFICE ADDRESS]

* Inner sealed envelope - Technical Proposal (1 original and 2 copies): Name of company, RFP(S) number - technical proposal

* Inner sealed envelope - Price Proposal (1 original and 2 copies): Name of company, RFP(S) number - price proposal

No price information should be provided in the Technical Proposal.

Proposals received in any other manner will be invalidated.

1.7.4 In case of any discrepancy between an original and a copy, the original will prevail.

1.7.5 Any delays encountered in the mail delivery will be at the risk of the Proposer.

1.8 Faxed Proposals (as applicable)

1.8.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.8.2 Faxed Proposals must be returned to the ONLY ACCEPTABLE FAX NUMBER for Proposals as specified in this RFP(S) Document. Proposers should note that Proposals received at any other fax number will be invalidated.

No price information should be provided in the Technical Proposal.

1.9 E-mailed Proposals (as applicable)

1.9.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.9.2 All e-mailed Proposals must be submitted to the ONLY ACCEPTABLE E-MAIL ADDRESS as specified in this solicitation document. No other recipient should be "Cc" or "Bcc" in the e-mail submission. Proposals not sent in this manner will be disqualified.

1.9.3 All Proposals submitted by e-mail must be submitted as email attachments. The Technical Proposal and Price Proposal must be sent as separate attachments and clearly indicated as such in the file name (e.g. Company ABC Technical Proposal, Company ABC Price Proposal). Email links (e.g. to documents to be downloaded from cloud based folders) are not acceptable unless otherwise specifically requested. Proposals submitted as a link or through a link will be invalidated.

2. OPENING OF PROPOSALS

2.1 Proposals received prior to the stated closing time and date will be kept unopened. UNICEF will open Proposals when the specified time has arrived and no Proposal received thereafter will be considered.

2.2 UNICEF will accept no responsibility for the premature opening of a Proposal which is not properly addressed or identified.

2.3 In cases when a Public Opening is held, the invited proposers, or their authorized representative, may attend the public Proposal opening at the time, date and location specified in the RFP(S) documents.

3. UNGM REGISTRATION

3.1 UNICEF is part of the United Nations Global Marketplace(UNGM). Accordingly, all proposers are encouraged to become a UNICEF vendor by creating a vendor profile in the UNGM website: www.ungm.org

4. AWARD NOTIFICATION

4.1 UNICEF reserves the right to make a public notification of the outcome on an RFP(S) advising product/service, awarded supplier and total value of award.

ANNEX A

GENERAL TERMS AND CONDITIONS

GENERAL TERMS AND CONDITIONS OF CONTRACT (Goods)

Definitions and UNICEF Supply Website

1.1 In these General Terms and Conditions (Goods), the following terms have the following meaning:

"Affiliates" means, with respect to the Supplier, any of its corporate affiliates or associates, including parent entities, subsidiaries, and other entities in which it owns a substantial interest.

"Confidential Information" means information or data that is designated as confidential at the time of exchange between the Parties or promptly identified as confidential in writing when furnished in intangible form or disclosed orally, and information, the confidential or proprietary nature of which is or should be reasonably apparent from the inherent nature, quality or characteristics of such information.

"Consignee" means the consignee designated in the Contract.

"Contract" means the purchase contract that incorporates these General Terms and Conditions (Goods). It includes purchase orders issued by UNICEF, whether or not they are issued under a long-term arrangement or similar contract.

"Goods" means the goods specified in the relevant section of the Contract.

"Host Government" means a Government with which UNICEF has a programme of development cooperation, and includes a Government of a country in which UNICEF provides humanitarian assistance.

"INCOTERMS" means the international commercial terms known as the INCOTERMS rules, issued by the International Chamber of Commerce, most-recently issued at the effective date of the Contract. References in the Contract to trade terms (such as "FCA", "DAP" and "CIP") are references to those terms as defined by the INCOTERMS.

"Parties" means the Contractor and UNICEF together and a "Party" means each of the Contractor and UNICEF.

Supplier's "Personnel" means the Supplier's officials, employees, agents, individual sub-contractors and other representatives.

"Price" is defined in Article 3.1.

"Supplier" is the supplier named in the Contract.

"UNICEF Supply Website" means UNICEF's public access webpage available at http://www.unicef.org/supply/index_procurement_policies.html, as may be updated from time to time.

1.2 These General Terms and Conditions of Contract, UNICEF's Policy Prohibiting and Combatting Fraud and Corruption, UNICEF's Policy on Safeguarding (as updated from time to time), the UN Supplier Code of Conduct, and UNICEF's Information Disclosure Policy referred to in the Contract, as well as other policies applicable to the Supplier, are publicly available on the UNICEF Supply Website. The Supplier represents that it has reviewed all such policies as of the effective date of the Contract.

2. Delivery; Inspection; Risk of Loss

2.1 The Supplier will deliver the Goods to the Consignee at the place and within the time period for delivery stated in the Contract. The Supplier will comply with the INCOTERM or similar trade term expressly stated in the Contract as applying to the Goods to be supplied under the Contract and all other delivery terms and instructions stated in the Contract. Notwithstanding any INCOTERM, the Supplier will obtain any export licences required for the Goods. The Supplier will ensure that UNICEF receives all necessary transport documents in a timely manner so as to enable UNICEF or the Consignee (if different to UNICEF) to take delivery of the Goods in accordance with the requirements of the Contract. The Supplier will neither seek nor accept instructions from any entity other than UNICEF (or entities authorized by UNICEF to give instructions to the Supplier) in connection with the supply and delivery of the Goods.

2.2 The Supplier will use its best efforts to accommodate reasonable requests for changes (if any) to the requirements for the Goods (such as packaging, packing and labeling requirements), shipping instructions or delivery date of the Goods set out in the Contract. If UNICEF requests any material change to the requirements for the Goods, shipping instructions or delivery date, UNICEF and the Supplier will negotiate any necessary changes to the Contract, including as to Price and the time schedule. Any such agreed changes will become effective only when they are set out in a written amendment to the Contract signed by both UNICEF and the Supplier. Should the Parties fail to agree on any such changes within thirty (30) days, UNICEF will have the option to terminate the Contract without penalty notwithstanding any other provision of the Contract.

2.3 The Supplier acknowledges that UNICEF may monitor the Supplier's performance under the Contract. The Supplier agrees to provide its full cooperation with such performance monitoring, at no additional cost or expense to UNICEF, and provide relevant information as reasonably requested by UNICEF, including, but not limited to, the date of receipt of the Contract, detailed delivery status, costs to be charged and payments made by UNICEF or pending.

Inspection

2.4 UNICEF or the Consignee (if different from UNICEF) will have a reasonable time to inspect the Goods after delivery. At UNICEF's request, the Supplier will provide its reasonable cooperation to UNICEF or the Consignee with regard to such inspection, including but not limited to access to production data, at no charge. The Supplier acknowledges that any inspection of the Goods by or on behalf of UNICEF or the Consignee does not constitute a determination that the specifications for the Goods set out in the Contract (including the mandatory technical requirements) have or have not been met. The Supplier will be required to comply with its warranty and other contractual obligations whether or not UNICEF or the Consignee carries out an inspection of the Goods.

Delivery not Acceptance; Consequences of Delayed Delivery and Non-conforming Goods

2.5 If the Supplier determines it will be unable to deliver all or some of the Goods to the Consignee by the delivery date(s) stipulated in the Contract, the Supplier will (a) immediately consult with UNICEF to determine the most expeditious means for delivering the Goods; and (b) use an expedited means of delivery, at the Supplier's cost (unless the delay is due to force majeure as defined in Article 6.7 below), if reasonably requested by UNICEF to do so. Partial deliveries of Goods will not be accepted unless prior written approval for such partial delivery has been given by UNICEF to the Supplier.

2.6 Delivery of the Goods will not constitute acceptance of the Goods. If some or all of the Goods do not conform to the requirements of the Contract or if the Supplier delivers the Goods late or fails to deliver the Goods (or any part of the Goods) in accordance with the agreed delivery dates and delivery terms and instructions, UNICEF may, without prejudice to any of its other rights and remedies, exercise one or more of the following rights under the Contract at UNICEF's option:

(a) UNICEF can reject and refuse to accept any or all of the Goods (including those that do conform to the Contract). If UNICEF rejects the Goods, the Supplier will, at its own cost, arrange for the prompt return of the rejected Goods and, at UNICEF's option, the Supplier will promptly replace the rejected Goods with Goods of equal or better quality (and will be responsible for all costs related to such replacement) or UNICEF may exercise its other rights set out below;

(b) UNICEF may procure all or part of the Goods from other sources, in which case the Supplier will be responsible for any additional costs beyond the balance of the Price for such Goods;

(c) Upon UNICEF's demand, the Supplier will refund all payments (if any) made by UNICEF in respect of the rejected Goods or the Goods that have not been delivered in accordance with the delivery dates and delivery terms;

(d) UNICEF can give written notice of breach and, if the Supplier fails to remedy the breach, can terminate the Contract in accordance with Article 6.1 below;

(e) UNICEF can require the Supplier to pay liquidated damages as set out in the Contract.

2.7 Further to Article 11.6 below, the Supplier expressly acknowledges that if, in respect of any consignment, UNICEF takes delivery of all or some of the Goods that have been delivered late or otherwise not in full compliance with the delivery terms and instructions or that are not in full conformity with the requirements of the Contract, this does not constitute a waiver of UNICEF's rights in respect of such late delivery or non-compliant Goods.

Risk of Loss; Title to Goods

2.8 Risk of loss, damage to or destruction of Goods supplied under the Contract, and responsibility for arranging and paying for freight and insurance, will be governed by the INCOTERM or similar trade term expressly stated in the Contract as applying to the Goods supplied under the Contract and any other express terms of the Contract. In the absence of any such INCOTERM or similar trade term or other express terms, the following provisions will apply: (a) the entire risk of loss, damage to or destruction of the Goods will be borne exclusively by the Supplier until physical delivery of the Goods to the Consignee has been completed in accordance with the Contract; and (b) the Supplier will be solely liable for making all transport arrangements and for payment of freight and insurance costs for the shipment and delivery of the Goods in accordance with the requirements of the Contract.

2.9 Unless otherwise expressly provided in the Contract, title in and to the Goods will pass from the Supplier to the Consignee upon delivery of the Goods in accordance with the applicable delivery terms and acceptance of the Goods in accordance with the Contract.

ANNEX A

GENERAL TERMS AND CONDITIONS

3. Price; Invoicing; Tax Exemption; Payment Terms

3.1 The price for the Goods is the amount specified in the price section of the Contract (the "Price"), it being understood that such amount is specified in United States dollars unless otherwise expressly provided for in the price section of the Contract. The Price includes the cost of packaging and packing the Goods in accordance with the requirements of the Contract and delivery in accordance with the applicable delivery terms. The Price is inclusive of all costs, expenses, charges or fees that the Supplier may incur in connection with the performance of its obligations under the Contract; provided that, without prejudice to or limiting the provisions of Article 3.3 below, all duties and other taxes imposed by any authority or entity must be separately identified. It is understood and agreed that the Supplier will not request any change to the Price after delivery of the Goods by the Supplier and that the Price cannot be changed except by written agreement between the Parties before the Goods are delivered.

3.2 The Supplier will issue invoices to UNICEF only after the Supplier has fulfilled the delivery terms of the Contract. The Supplier will issue (a) one (1) invoice in respect of the payment being sought, in the currency specified in the Contract and in English, indicating the Contract identification number listed on the front page of the Contract; and (b) copies of the shipping documents and other supporting documents as specified in the Contract.

3.3 The Supplier authorizes UNICEF to deduct from the Supplier's invoices any amount representing direct taxes (except charges for utilities services) and customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for UNICEF's official use, in accordance with the exemption from tax in Article II, Section 7 of the Convention of the Privileges and Immunities of the United Nations, 1946. In the event any governmental authority refuses to recognize this exemption from taxes, restrictions, duties or charges, the Supplier will immediately consult with UNICEF to determine a mutually acceptable procedure. The Supplier will provide full cooperation to UNICEF with regard to securing UNICEF's exemption from, or refund of amounts paid as, value-added taxes or taxes of a similar nature.

3.4 UNICEF will notify the Supplier of any dispute or discrepancy in the content or form of any invoice. With respect to disputes regarding only a portion of such invoice, UNICEF will pay the Supplier the amount of the undisputed portion in accordance with Article 3.5 below. UNICEF and the Supplier will consult in good faith to promptly resolve any dispute with respect to any invoice. Upon resolution of such dispute, any amounts that have not been charged in accordance with the Contract will be deducted from the invoice(s) in which they appear and UNICEF will pay any agreed remaining items in the invoice(s) in accordance with Article 3.5 within thirty (30) days after the final resolution of such dispute.

3.5 UNICEF will pay the uncontested amount of the Supplier's invoice within thirty (30) days of receiving both the invoice and the shipping documents and other supporting documents, as referred to in Article 3.2 above. The amount paid will reflect any discount(s) shown under the payment terms of the Contract. The Supplier will not be entitled to interest on any late payment or any sums payable under the Contract nor any accrued interest on payments withheld by UNICEF in connection with a dispute. Payment will not relieve the Supplier of its obligations under the Contract. Payment will not be deemed acceptance of the Goods or waiver of any rights with regard to the Goods.

3.6 Each invoice will confirm the Supplier's bank account details provided to UNICEF as part of the Supplier's registration process with UNICEF. All payments due to the Supplier under the Contract will be made by electronic funds transfer to that bank account. It is the Supplier's responsibility to ensure that the bank details supplied by it to UNICEF are up-to-date and accurate and notify UNICEF in writing by an authorized representative of the Supplier of any changes in bank details together with supporting documentation satisfactory to UNICEF.

3.7 The Supplier acknowledges and agrees that UNICEF may withhold payment in respect of any invoice if, in UNICEF's opinion, the Supplier has not performed in accordance with the terms and conditions of the Contract, or if the Supplier has not provided sufficient documentation in support of the invoice.

3.8 UNICEF will have the right to set off against any amount or amounts due and payable by UNICEF to the Supplier under the Contract, any payment, indebtedness or other claim (including, without limitation, any overpayment made by UNICEF to the Supplier) owing by the Supplier to UNICEF under the Contract or under any other contract or agreement between the Parties. UNICEF will not be required to give the Supplier prior notice before exercising this right of set-off (such notice being waived by the Supplier). UNICEF will promptly notify the Supplier after it has exercised such right of set-off, explaining the reasons for such set-off, provided however that the failure to give such notification will not affect the validity of such set-off.

3.9 Each of the invoices paid by UNICEF may be subject to a post-payment audit by UNICEF's external and internal auditors or by other authorised agents of UNICEF, at any time during the term of the Contract and for three (3) years after the Contract terminates. UNICEF will be entitled to a refund from the Supplier of amounts such audit or audits determine were not in accordance with the Contract regardless of the reasons for such payments (including but not limited to the actions or inactions of

UNICEF staff and other personnel).

4. Representations and Warranties; Indemnification; Insurance

Representations and Warranties

4.1 The Supplier represents and warrants that as of the effective date and throughout the term of the Contract: (a) it has the full authority and power to enter into the Contract and to perform its obligations under the Contract and the Contract is a legal, valid and binding obligation, enforceable against it in accordance with its terms; (b) it has, and will maintain throughout the term of the Contract, all rights, licenses, authority and resources necessary, as applicable, to develop, source, manufacture and supply the Goods and to perform its other obligations under the Contract; (c) all of the information concerning the Goods and the Supplier that it has previously provided to UNICEF, or that it provides to UNICEF during the term of the Contract, is true, correct, accurate and not misleading; (d) it is financially solvent and is able to supply the Goods to UNICEF in accordance with the terms and conditions of the Contract; (e) the use or supply of the Goods does not and will not infringe any patent, design, trade-name or trade-mark; (f) it has not and will not enter into any agreement or arrangement that restrains or restricts any person's rights to use, sell, dispose of or otherwise deal with the Goods; and (g) the development, manufacture and supply of the Goods is, and will continue to be, in compliance with all applicable laws, rules and regulations. The Supplier will fulfill its commitments with the fullest regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

4.2 The Supplier further represents and warrants that the Goods (including packaging): (a) conform to the quality, quantity and specifications for the Goods stated in the Contract (including, in the case of perishable or pharmaceutical products, the shelf life specified in the Contract); (b) conform in all respects to the technical documentation provided by the Supplier in respect of such Goods and, if samples were provided to UNICEF prior to entering into the Contract, are equal and comparable in all respects to such samples; (c) are new and factory-packed; (d) are fit for the purposes for which such goods are ordinarily used and for purposes expressly made known to the Supplier by UNICEF in the Contract; (e) are of consistent quality and free from faults and defects in design, manufacture, workmanship and materials; (f) are free from all liens, encumbrances or other third party claims; and (g) are contained or packaged in accordance with the standards of export packaging for the type and quantities of the Goods specified in the Contract, and for the modes of transport of the Goods specified in the Contract (including but not limited to, in a manner adequate to protect them in such modes of transport), and marked in a proper manner in accordance with the instructions stipulated in the Contract and applicable law.

4.3 The warranties provided in Article 4.2 will remain valid for the warranty period specified in the Contract; provided that (a) the warranty period for pharmaceutical goods or other perishable products will be no less than the shelf-life of those Goods specified in the Contract; and (b) if no warranty period or shelf-life is specified in the Contract, the warranties will remain valid from the date the Supplier signs the Contract until the day twelve (12) months after fulfillment of the delivery terms or such later date as may be prescribed by law.

4.4 If the Supplier is not the original manufacturer of the Goods or any part of the Goods, the Supplier assigns to UNICEF (or, at UNICEF's instructions, the Government or other entity that receives the Goods) all manufacturers' warranties in addition to any other warranties under the Contract.

4.5 The representations and warranties made by the Supplier in Articles 4.1 and 4.2 and the Supplier's obligations in Articles 4.3 and 4.4 above are made to and are for the benefit of (a) each entity that makes a direct financial contribution to the purchase of Goods; and (b) each Government or other entity that receives the Goods.

Indemnification

4.6 The Supplier will indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, employees, consultants and agents, each entity that makes a direct financial contribution to the purchase of the Goods and each Government or other entity that receives the Goods, from and against all suits, claims, demands, losses and liability of any nature or kind, including their costs and expenses, by a third party and arising out of the acts or omissions of the Supplier or its Personnel or sub-contractors in the performance of the Contract. This provision will extend to but not be limited to (a) claims and liability in the nature of workers' compensation; (b) product liability; and (c) any actions or claims pertaining to the alleged infringement of a patent, design, trade-name or trade-mark arising in connection with the Goods or other liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property provided or licensed to UNICEF under the Contract or used by the Supplier, its Personnel or sub-contractors in the performance of the Contract.

4.7 UNICEF will report any such suits, proceedings, claims, demands, losses or liability to the Supplier within a reasonable period of time after having received actual notice. The Supplier will have sole control of the defence, settlement and compromise of any such suit, proceeding, claim or demand except with respect to the assertion or defence of the privileges and immunities of UNICEF or any matter relating to UNICEF's privileges and immunities (including matters relating to UNICEF's relations with Host Governments), which as between the Supplier and UNICEF, only UNICEF itself (or relevant

ANNEX A

GENERAL TERMS AND CONDITIONS

governmental entities) will assert and maintain. UNICEF will have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its own choosing.

Insurance

4.8 The Supplier will comply with the following insurance requirements:

(a) The Supplier will have and maintain in effect with reputable insurers and in sufficient amounts, insurance against all of the Supplier's risks under the Contract (including, but not limited to, the risk of claims arising out of or related to the Supplier's performance of the Contract), including the following:

(i) Insurance against all risks in respect of its property and any equipment used for the performance of the Contract;

(ii) General liability insurance against all risks in respect of the Contract and claims arising out of the Contract including, but not limited to, product liability insurance, in an adequate amount to cover all claims arising from or in connection with the Supplier's performance under the Contract. The Supplier's product liability insurance will cover the direct and indirect financial consequences of liability (including all costs, including replacement costs, related to recall campaigns) sustained by UNICEF or third parties as a result of or relating to the Goods;

(iii) All appropriate workers' compensation and employer's liability insurance, or its equivalent, with respect to its Personnel and sub-contractors to cover claims for death, bodily injury or damage to property arising from the performance of the Contract; and

(iv) Such other insurance as may be agreed upon in writing between UNICEF and the Supplier.

(b) The Supplier will maintain the insurance coverage referred to in Article 4.8(a) above during the term of the Contract and for a period after the Contract terminates extending to the end of any applicable limitations period with regard to claims against which the insurance is obtained.

(c) The Supplier will be responsible to fund all amounts within any policy deductible or retention.

(d) Except with regard to the insurance referred to in paragraph (a)(iii) above, the insurance policies for the Supplier's insurance required under this Article 4.8 will (i) name UNICEF as an additional insured; (ii) include a waiver by the insurer of any subrogation rights against UNICEF; and (iii) provide that UNICEF will receive thirty (30) days' written notice from the insurer prior to any cancellation or change of coverage.

(e) The Supplier will, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article 4.8.

(f) Compliance with the insurance requirements of the Contract will not limit the Supplier's liability either under the Contract or otherwise.

Liability

4.9 The Supplier will pay UNICEF promptly for all loss, destruction or damage to UNICEF's property caused by the Supplier's Personnel or sub-contractors in the performance of the Contract.

5. Intellectual Property and Other Proprietary Rights; Confidentiality

Intellectual Property and Other Proprietary Rights

5.1 Unless otherwise expressly provided for in the Contract:

(a) Subject to paragraph (b) of this Article 5.1, UNICEF will be entitled to all intellectual property and other proprietary rights with regard to products, processes, inventions, ideas, know-how, data or documents and other materials ("Contract Materials") that (i) the Supplier develops for UNICEF under the Contract and which bear a direct relation to the Contract or (ii) are produced, prepared or collected in consequence of, or during the course of, the performance of the Contract. The term "Contract Materials" includes, but is not limited to, all maps, drawings, photographs, plans, reports, recommendations, estimates, documents developed or received by, and all other data compiled by or received by, the Supplier under the Contract. The Supplier acknowledges and agrees that Contract Materials constitute works made for hire for UNICEF. Contract Materials will be treated as UNICEF's Confidential Information and will be delivered only to authorized UNICEF officials on expiry or termination of the Contract.

(b) UNICEF will not be entitled to, and will not claim any ownership interest in, any intellectual property or other proprietary rights of the Supplier that pre-existed the performance by the Supplier of its obligations under the Contract, or that the Supplier may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract. The Supplier grants to

UNICEF a perpetual license to use such intellectual property or other proprietary rights solely for the purposes of and in accordance with the requirements of the Contract.

(c) At UNICEF's request, the Supplier will take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring (or, in the case, intellectual property referred to in paragraph (b) above, licensing) them to UNICEF in compliance with the requirements of the applicable law and of the Contract.

Confidentiality

5.2 Confidential Information that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract will be held in confidence by the Recipient. The Recipient will use the same care and discretion to avoid disclosure of the Discloser's Confidential Information as the Recipient uses for its own Confidential Information and will use the Discloser's Confidential Information solely for the purpose for which it was disclosed to the Recipient. The Recipient will not disclose the Discloser's Confidential Information to any other party:

(a) except to those of its Affiliates, employees, officials, representatives, agents and sub-contractors who have a need to know such Confidential Information for purposes of performing obligations under the Contract; or

(b) unless the Confidential Information (i) is obtained by the Recipient from a third party without restriction; (ii) is disclosed by the Discloser to a third party without any obligation of confidentiality; (iii) is known by the Recipient prior to disclosure by the Discloser; or (iv) at any time is developed by the Recipient completely independently of any disclosures under the Contract.

5.3 If the Supplier receives a request for disclosure of UNICEF's Confidential Information pursuant to any judicial or law enforcement process, before any such disclosure is made the Supplier (a) will give UNICEF sufficient notice of such request in order to allow UNICEF to have a reasonable opportunity to secure the intervention of the relevant national Government to establish protective measures or take such other action as may be appropriate; and (b) will so advise the relevant authority that requested disclosure. UNICEF may disclose the Supplier's Confidential Information to the extent required pursuant to resolutions or regulations of its governing bodies.

5.4 Subject to Article 5.3, the Supplier may not communicate at any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF that has not been made public, except with the prior authorization of UNICEF; nor will the Supplier at any time use such information to private advantage.

End of Contract

5.5 Upon the expiry or earlier termination of the Contract, the Supplier will:

(a) return to UNICEF all of UNICEF's Confidential Information or, at UNICEF's option, destroy all copies of such information held by the Supplier or its sub-contractors and confirm such destruction to UNICEF in writing; and

(b) will transfer to UNICEF all intellectual and other proprietary information in accordance with Article 5.1(a).

6. Termination; Force Majeure

Termination by Either Party for Material Breach

6.1 If one Party is in material breach of any of its obligations under the Contract, the other Party can give it written notice that within thirty (30) days of receiving such notice the breach must be remedied (if such breach is capable of remedy). If the breaching Party does not remedy the breach within the thirty (30) days' period or if the breach is not capable of remedy, the non-breaching Party can terminate the Contract. The termination will be effective thirty (30) days after the non-breaching Party gives the breaching Party written notice of termination. The initiation of conciliation or arbitral proceedings in accordance with Article 9 (Privileges and Immunities; Settlement of Disputes) below will not be grounds for termination of the Contract.

Additional Termination Rights of UNICEF

6.2 In addition to the termination rights under Article 6.1 above, UNICEF can terminate the Contract with immediate effect upon delivery of a written notice of termination, without any liability for termination charges or any other liability of any kind:

(a) in the circumstances described in, and in accordance with, Article 7 (Ethical Standards); or

ANNEX A

GENERAL TERMS AND CONDITIONS

- (b) if the Supplier breaches any of the provisions of Articles 5.2-5.4 (Confidentiality); or
- (c) if the Supplier (i) is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (ii) is granted a moratorium or a stay, or is declared insolvent; (iii) makes an assignment for the benefit of one or more of its creditors; (iv) has a receiver appointed on account of the insolvency of the Supplier; (v) offers a settlement in lieu of bankruptcy or receivership; or (vi) has become, in UNICEF's reasonable judgment, subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Supplier to perform any of its obligations under the Contract.

6.3 In addition to the termination rights under Articles 6.1 and 6.2 above, UNICEF can terminate the Contract at any time by providing written notice to the Supplier in any case in which UNICEF's mandate applicable to the performance of the Contract or UNICEF's funding applicable to the Contract is curtailed or terminated, whether in whole or in part. UNICEF can also terminate the Contract upon sixty (60) days' written notice to the Supplier without having to provide any justification.

6.4 As soon as it receives a notice of termination from UNICEF, the Supplier will immediately take steps to cease provision of the Goods in a prompt and orderly manner and to minimize costs and will seek instructions from UNICEF regarding Goods in transit (if any) and will not undertake any further or additional commitments as of and following the date it receives the termination notice. In addition, the Supplier will take any other action that may be necessary, or that UNICEF may direct in writing, for the minimization of losses and for the protection and preservation of any property (whether tangible or intangible) related to the Contract that is in the possession of the Supplier and in which UNICEF has or may be reasonably expected to acquire an interest.

6.5 If the Contract is terminated, no payment will be due from UNICEF to the Supplier except for Goods delivered in accordance with the requirements of the Contract and only if such Goods were ordered, requested or otherwise provided prior to the Supplier's receipt of notice of termination from UNICEF or, in the case of termination by the Supplier, the effective date of such termination. The Supplier will have no claim for any further payment beyond payments in accordance with this Article 6.5, but will remain liable to UNICEF for all loss or damages which may be suffered by UNICEF by reason of the Supplier's default (including but not limited to cost of the purchase and delivery of replacement or substitute goods).

6.6 The termination rights in this Article 6 are in addition to all other rights and remedies of UNICEF under the Contract.

Force Majeure

6.7 If one Party is rendered permanently unable, wholly or in part, by reason of force majeure to perform its obligations under the Contract, the other Party may terminate the Contract on the same terms and conditions as are provided for in Article 6.1 above, except that the period of notice will be seven (7) days instead of thirty (30) days. "Force majeure" means any unforeseeable and irresistible events arising from causes beyond the control of the Parties, including acts of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism or other acts of a similar nature or force. "Force majeure" does not include (a) any event which is caused by the negligence or intentional action of a Party; (b) any event which a diligent party could reasonably have been expected to take into account and plan for at the time the Contract was entered into; (c) the insufficiency of funds, inability to make any payment required under the Contract, or any economic conditions, including but not limited to inflation, price escalations, or labour availability; or (d) any event resulting from harsh conditions or logistical challenges for the Supplier (including civil unrest) associated with locations at which UNICEF is operating or is about to operate or is withdrawing from, or any event resulting from UNICEF's humanitarian, emergency, or similar response operations.

7. Ethical Standards

7.1 The Supplier will be responsible for the professional and technical competence of its Personnel including its employees and will select, for work under the Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local laws and customs, and conform to a high standard of moral and ethical conduct.

7.2 (a) The Supplier represents and warrants that no official of UNICEF or of any United Nations System organisation has received from or on behalf of the Supplier, or will be offered by or on behalf of the Supplier, any direct or indirect benefit in connection with the Contract including the award of the Contract to the Supplier. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

(b) The Supplier represents and warrants that the following requirements with regard to former UNICEF officials have been complied with and will be complied with:

(i) During the one (1) year period after an official has separated from UNICEF, the Supplier may not make a direct or indirect offer of employment to that former UNICEF official if that former UNICEF

official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Supplier has participated.

(ii) During the two (2) year period after an official has separated from UNICEF, that former official may not, directly or indirectly on behalf of the Supplier, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

(c) The Supplier represents that, in respect of all aspects of the Contract (including the award of the Contract by UNICEF to the Supplier and the selection and awarding of sub-contracts by the Supplier), it has disclosed to UNICEF any situation that may constitute an actual or potential conflict of interest or could reasonably be perceived as a conflict of interest.

7.3 The Supplier further represents and warrants that neither it nor any of its Affiliates, or Personnel or directors, is subject to any sanction or temporary suspension imposed by any United Nations System organisation or other international inter-governmental organisation. The Supplier will immediately disclose to UNICEF if it or any of its Affiliates, or Personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the Contract.

7.4 The Supplier will (a) observe the highest standard of ethics; (b) use its best efforts to protect UNICEF against fraud, in the performance of the Contract; and (c) comply with the applicable provisions of UNICEF's Policy Prohibiting and Combatting Fraud and Corruption. In particular, the Supplier will not engage, and will ensure that its Personnel, agents and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF's Policy Prohibiting and Combatting Fraud and Corruption.

7.5 The Supplier will, during the term of the Contract, comply with (a) all laws, ordinances, rules and regulations bearing upon the performance of its obligations under the Contract and (b) the standards of conduct required under the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.ungm.org).

7.6 The Supplier further represents and warrants that neither it nor any of its Affiliates, is engaged, directly or indirectly, (a) in any practice inconsistent with the rights set out in the Convention on the Rights of the Child, including Article 32, or the International Labour Organisation's Convention Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, No. 182 (1999); or (b) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilised in the manufacture of anti-personnel mines.

7.7 The Supplier represents and warrants that it has taken and will take all appropriate measures to prevent sexual exploitation or abuse of anyone by its Personnel including its employees or any persons engaged by the Supplier to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, will constitute the sexual exploitation and abuse of such person. In addition, the Supplier represents and warrants that it has taken and will take all appropriate measures to prohibit its Personnel including its employees or other persons engaged by the Supplier, from exchanging any money, goods, services, or other things of value, for sexual favours or activities or from engaging in any sexual activities that are exploitive or degrading to any person. This provision constitutes an essential term of the Contract and any breach of this representation and warranty will entitle UNICEF to terminate the Contract immediately upon notice to the Supplier, without any liability for termination charges or any other liability of any kind.

7.8 The Supplier will inform UNICEF as soon as it becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in this Article 7.

7.9 The Supplier acknowledges and agrees that each of the provisions in this Article 7 constitutes an essential term of the Contract.

(a) UNICEF will be entitled, in its sole discretion and at its sole choice, to suspend or terminate the Contract and any other contract between UNICEF and the Supplier with immediate effect upon written notice to the Supplier if: (i) UNICEF becomes aware of any incident or report that is inconsistent with, or the Supplier breaches any of, the undertakings and confirmations provided in this Article 7 or the equivalent provisions of any contract between UNICEF and the Supplier or any of the Supplier's Affiliates, or (ii) the Supplier or any of its Affiliates, or Personnel or directors becomes subject to any sanction or temporary suspension described in Article 7.3 during the term of the Contract.

(b) In the case of suspension, if the Supplier takes appropriate action to address the relevant incident or breach to UNICEF's satisfaction within the period stipulated in the notice of suspension, UNICEF may lift the suspension by written notice to the Supplier and the Contract and all other affected contracts will resume in accordance with their terms. If, however, UNICEF is not satisfied that the matters are being adequately addressed by the Supplier, UNICEF may at any time, exercise its right to terminate the Contract and any other contract between UNICEF and the Supplier.

(c) Any suspension or termination under this Article 7 will be without any liability for termination or other charges or any other liability of any kind.

ANNEX A

GENERAL TERMS AND CONDITIONS

8. Full Cooperation with Audits And Investigations

8.1 From time to time, UNICEF may conduct investigations relating to any aspect of the Contract including but not limited to the award of the Contract, the way in which the Contract operates or operated, and the Parties' performance of the Contract generally and including but not limited to the Supplier's compliance with the provisions of Article 7 above. The Supplier will provide its full and timely cooperation with any such inspections, post-payment audits or investigations, including (but not limited to) making its Personnel and any relevant data and documentation available for the purposes of such inspections, post-payment audits or investigations, at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such inspections, post-payment audits or investigations access to the Supplier's premises at reasonable times and on reasonable conditions in connection with making its Personnel and any relevant data and documentation available. The Supplier will require its sub-contractors and its agents, including, but not limited to, the Supplier's attorneys, accountants or other advisers, to provide reasonable cooperation with any inspections, post-payment audits or investigations carried out by UNICEF.

9. Privileges and Immunities; Settlement of Disputes

9.1 Nothing in or related to the Contract will be deemed a waiver, express or implied, deliberate or inadvertent, of any of the privileges and immunities of the United Nations, including UNICEF and its subsidiary organs, under the Convention on the Privileges and Immunities of the United Nations, 1946, or otherwise.

9.2 The terms of the Contract will be interpreted and applied without application of any system of national or sub-national law.

9.3 The Parties will use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to the Contract. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation will take place in accordance with the UNCITRAL Conciliation Rules then in force, or according to such other procedure as may be agreed between the Parties. Any dispute, controversy or claim between the Parties arising out of the Contract which is not resolved within ninety (90) days after one Party receives a request from the other Party for amicable settlement can be referred by either Party to arbitration. The arbitration will take place in accordance with the UNCITRAL Arbitration Rules then in force. The venue of the arbitration will be New York, NY, USA. The arbitral proceedings will be conducted in English. The decisions of the arbitral tribunal will be based on general principles of international commercial law. The arbitral tribunal will have no authority to award punitive damages. In addition, the arbitral tribunal will have no authority to award interest in excess of the United States Federal Reserve Bank of New York's Secured Overnight Financing Rate (SOFR) then prevailing and any such interest will be simple interest only. In light of the privileges and immunities of UNICEF, references in the UNCITRAL Arbitration Rules to the place of arbitration shall connote only the actual location for the arbitral proceedings but shall not mean the "seat" or "juridical seat" or "juridical place" for such proceedings. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

10. Notices

10.1 Any notice, request or consent required or permitted to be given or made pursuant to the Contract will be in writing, and addressed to the persons listed in the Contract for the delivery of notices, requests or consents. Notices, requests or consents will be delivered in person, by registered mail, or by confirmed email transmission. Notices, requests or consents will be deemed received upon delivery (if delivered in person), upon signature of receipt (if delivered by registered mail), or twenty-four (24) hours after confirmation of receipt is sent from the addressee's email address (if delivered by confirmed email transmission).

10.2 Any notice, document or receipt issued in connection with the Contract must be consistent with the terms and conditions of the Contract and, in case of any ambiguity, discrepancy or inconsistency, the terms and conditions of the Contract will prevail.

10.3 All documents that comprise the Contract, and all documents, notices and receipts issued or provided pursuant to or in connection with the Contract, will be deemed to include, and will be interpreted and applied consistently with, the provisions of Article 9 (Privileges and Immunities; Settlement of Disputes).

11. Other Provisions

11.1 The Supplier acknowledges UNICEF's commitment to transparency as outlined in UNICEF's Information Disclosure Policy and confirms that it consents to UNICEF's public disclosure of the terms of the Contract should UNICEF so determine and by whatever means UNICEF determines.

11.2 The failure of one Party to object to or take affirmative action with respect to any conduct of the other Party which is in violation of the terms of the Contract will not constitute and will not be construed

to be a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

11.3 The Supplier will be considered as having the legal status of an independent contractor as regards UNICEF. Nothing contained in the Contract will be construed as making the Parties principal and agent or joint venturers.

11.4 (a) Except as expressly provided in the Contract, the Supplier will be responsible at its sole cost for providing all the necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance of its obligations under the Contract.

(b) In the event that the Supplier requires the services of sub-contractors to perform any obligations under the Contract, the Supplier will notify UNICEF of this. The terms of any sub-contract will be subject to, and will be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

(c) The Supplier confirms that it has read UNICEF's Policy on Safeguarding (as updated from time to time). The Supplier will ensure that its Personnel understand the notification requirements expected of them and will establish and maintain appropriate measures to promote compliance with such requirements. The Supplier will further cooperate with UNICEF's implementation of this policy.

(d) The Supplier will be fully responsible and liable for all services performed by its Personnel and sub-contractors and for their compliance with the terms and conditions of the Contract. The Supplier's Personnel, including individual sub-contractors, will not be considered in any respect as being the employees or agents of UNICEF.

(e) Without limiting any other provisions of the Contract, the Supplier will be fully responsible and liable for, and UNICEF will not be liable for (i) all payments due to its Personnel and sub-contractors for their services in relation to the performance of the Contract; (ii) any action, omission, negligence or misconduct of the Contractor, its Personnel and sub-contractors; (iii) any insurance coverage which may be necessary or desirable for the purpose of the Contract; (iv) the safety and security of the Contractor's Personnel and sub-contractors' personnel; or (v) any costs, expenses, or claims associated with any illness, injury, death or disability of the Contractor's Personnel and sub-contractors' personnel, it being understood that UNICEF will have no liability or responsibility with regard to any of the events referred to in this Article 11.4(e).

11.5 The Supplier will not, without the prior written consent of UNICEF, assign, transfer, pledge or make other disposition of the Contract, or of any part of the Contract, or of any of the Supplier's rights or obligations under the Contract.

11.6 No grant of time to by a Party to cure a default under the Contract, nor any delay or failure by a Party to exercise any other right or remedy available to it under the Contract, will be deemed to prejudice any rights or remedies available to it under the Contract or constitute a waiver of any rights or remedies available to it under the Contract.

11.7 The Supplier will not seek or file any lien, attachment or other encumbrance against any monies due or to become due under the Contract, and will not permit any other person to do so. It will immediately remove or obtain the removal of any lien, attachment or other encumbrance that is secured against any monies due or to become due under the Contract.

11.8 The Supplier will not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNICEF or the United Nations. Except as regards references to the name of UNICEF for the purposes of annual reports or communication between the Parties and between the Supplier and its Personnel and sub-contractors, the Supplier will not, in any manner whatsoever use the name, emblem or official seal of UNICEF or the United Nations, or any abbreviation of the name of the United Nations, in connection with its business or otherwise without the written permission of UNICEF.

11.9 The Contract may be translated into languages other than English. The translated version of the Contract is for convenience only, and the English language version will govern in all circumstances.

11.10 No modification or change in the Contract, and no waiver of any of its provisions, nor any additional contractual relationship of any kind with the Supplier will be valid and enforceable against UNICEF unless set out in a written amendment to the Contract signed by an authorised official of UNICEF.

11.11 The provisions of Articles 2.8, 2.9, 3.8, 3.9, 4, 5, 7, 8, 9, 11.1, 11.2, 11.4(e), 11.6 and 11.8 will survive delivery of the Goods and the expiry or earlier termination of the Contract.

UNICEF ETHIOPIA / TERMS OF REFERENCE FOR INSTITUTIONAL CONSTRUCTION PORTFOLIO MANAGEMENT SERVICES

Assignment: Institutional Construction Portfolio Management Services / Locations: Ethiopia, Addis Ababa and nine regions, including remote project sites / Contracting Authority: UNICEF Ethiopia Country Office / Contract Type: Institutional service contract for portfolio management, coordination and technical oversight, subject to accepted deliverables and written changes only.

1. BACKGROUND

UNICEF Ethiopia manages a large, geographically dispersed and multi-sector construction portfolio covering Education, Health, WASH, Child Protection and Operations. The current portfolio baseline comprises approximately 157 sites across nine regions with an estimated value of USD 44.43 million. Projects are at planning, procurement, implementation, completion and Defects Liability Period stages and are delivered through contractors, implementing partners and engineering/supervision consultants.

The portfolio scale, parallel work fronts, access and security constraints, multiple funding sources and varying implementation modalities require one integrated management function. UNICEF will retain a Construction Unit comprising National Officer(s) and consultant engineers hired or appointed by UNICEF. The selected institutional Service Provider will provide the portfolio-management/Construction Manager function, assume day-to-day management responsibility and coordinate the Construction Unit, engineering/supervision consultants, contractors, implementing partners and relevant UNICEF stakeholders.

2. OBJECTIVE

To engage a qualified institutional Service Provider to manage the UNICEF Ethiopia construction portfolio from planning and technical readiness through procurement support, implementation, handover, DLP monitoring and contract close-out.

The Service Provider shall support the Construction Unit and maintain reliable portfolio information, the Annual Supply Plan and procurement priorities, coordinate the performance of consultants and contractors, review invoices and payment documentation, support contract amendments and evidence-based decisions, identify and escalate risks, and strengthen control of scope, cost, schedule, quality, ESS, HSE, safeguarding, payments, variations, claims and project records. UNICEF retains all non-delegable procurement, financial, contractual, donor and legal accountability unless authority is expressly delegated in writing.

3. PORTFOLIO PROFILE AND SERVICE COVERAGE

Portfolio phase / service area	Main management coverage	Geographic coverage	Indicative status	Records / evidence
Planning, readiness and procurement	Annual Supply Plan inputs, prioritization, technical readiness, procurement support, contract strategy and mobilization controls	Addis Ababa and nine regions	Project-specific baseline to be validated at inception	Portfolio register, designs, BOQs, approvals and procurement records
Implementation, DLP and close-out	Consultant and contractor coordination, progress, quality, payment and variation review, handover, DLP and closure	All active and DLP sites, including remote locations	Approximately 157 sites; status to be confirmed at inception	Reports, inspections, certificates, payment evidence, DLP and final records

4. SCOPE OF WORK AND ESSENTIAL REQUIREMENTS

Service basis. The Service Provider shall work as part of the Construction Unit and provide an integrated portfolio-management/Construction Manager function with named personnel, sufficient regional deployment, clear reporting lines, controlled records and measurable deliverables throughout the contract period.

- Establish, validate and continuously update the portfolio register covering each site, project owner, sector, region, GPS/location, funding source, donor deadline, contract number, contract value, implementation modality, contractor, consultant, supervision arrangement, current status, planned milestones, expenditure, forecast completion, DLP period and closure status.
- Prepare and maintain a Portfolio Management Plan setting out governance, roles, communication protocols, decision rights, reporting cycles, quality controls, risk management, site coverage, escalation arrangements and business-continuity measures.
- Maintain the integrated master schedule and project-level milestone schedules, including design readiness, procurement, award, mobilization, construction, testing, substantial completion, handover, DLP inspections and final closure.
- Maintain the annual and rolling procurement tracker, Annual Supply Plan inputs, procurement readiness checklist, procurement lead-time assumptions, contract award forecast, cash-flow forecast, payment forecast and resource/site-coverage plan.
- Establish and operate readiness and control gates for project initiation, technical readiness, procurement authorization, tender clarification, evaluation support, contract award, mobilization, implementation, substantial completion, final completion and contract closure.
- Support Programme sections and project owners in assessing new project requests received during the contract period, including initial scope definition, site and land readiness, technical feasibility, indicative cost, implementation modality, procurement route, schedule, risks, ESS requirements and resource implications.
- Review project scopes, needs assessments, site investigations, surveys, land documents, designs, drawings, specifications, BOQs, cost estimates, design calculations, permits, ESMP/ESS instruments, accessibility provisions, climate-resilience measures, O&M requirements and supervision plans before procurement or implementation.
- Identify incomplete, inconsistent or high-risk technical information and coordinate its correction with Programme sections, consultants, Construction Unit personnel and other responsible parties before the project proceeds to the next control gate.

- Support the Contracting Unit and Supply and Logistics in procurement planning and implementation, including preparation and review of procurement documents, technical specifications, evaluation criteria, clarification responses, tender addenda, evaluation inputs, negotiation records and award recommendations within delegated authority.
- Participate in procurement meetings, technical evaluations, clarification meetings and contract finalization activities when requested, while ensuring that UNICEF procurement rules, segregation of duties, conflict-of-interest controls and written approvals are respected.
- Review and monitor the performance of engineering and supervision consultants in accordance with their contracts, including deployment of qualified personnel, site attendance, inspection and testing, measurement, certification inputs, reporting, QA/QC, HSE/ESS, safeguarding, invoice verification and timely escalation of deficiencies.
- Coordinate contractors and implementing partners on mobilization, work programmes, resources, method statements, shop drawings, material submissions, samples, testing, permits, temporary works, logistics, site access, protection of works and interfaces with Programme and government stakeholders.
- Monitor construction progress against approved programmes, milestones and recovery plans; verify reported progress through records and site information; identify critical-path delays; assess impacts; and recommend corrective actions and escalation to the responsible UNICEF Contract Manager.
- Monitor quality assurance and quality control, including inspection and test plans, hold and witness points, material approvals, laboratory testing, non-conformance reports, corrective actions, as-built records, commissioning and evidence required for acceptance.
- Monitor compliance with HSE, ESS, safeguarding, PSEA, child protection, worker welfare, community health and safety, accessibility and grievance requirements; ensure incidents and high or critical risks are promptly reported and corrective actions are tracked to closure.
- Review contractor and consultant invoices, payment applications, measurements, completion percentages, inspection records, certificates, supporting documents and contractual entitlement before recommending payment to authorized UNICEF personnel. Incomplete, inaccurate or unsupported claims shall be returned for correction and documented.
- Review requests for variations, amendments, extensions of time, claims, price adjustments, suspension, termination, remedies and other contract actions; assess technical, financial, schedule, donor, procurement and legal implications; and prepare evidence-based recommendations for authorized UNICEF decisions.
- Maintain a cumulative variation, amendment, claim, payment and commitment register and monitor the approved budget, contract value, expenditure, outstanding liabilities, retention, advances, guarantees, liquidated damages and forecast final cost.
- Ensure that no additional work, scope change or financial commitment is initiated without the required written request, technical assessment, funding confirmation, approval and contract amendment or instruction in accordance with the relevant contract and UNICEF procedures.
- Attend portfolio review meetings, meetings with Programme sections and any other portfolio stakeholder, CRG meetings, technical and contract meetings, consultant and contractor coordination meetings, site inspections, donor briefings and management discussions when requested, and record actions and decisions.
- Maintain the official dashboard, portfolio records, document-control system, decision log, action tracker, risk and issue register, lessons-learned register and audit trail. Ensure records are complete, current, accessible and handed over to UNICEF in the required format.
- Provide weekly exception reports and action follow-up, monthly portfolio reports, quarterly assurance and risk reports, CRG decision packs, donor and management updates, project-specific briefings and immediate notifications for critical incidents, delays, cost risks, quality failures or safeguarding concerns.
- Coordinate with Finance, PMD, ESS, Security, Field Offices, government counterparts, Programme sections, implementing partners, contractors and consultants to resolve bottlenecks and maintain alignment between technical delivery, procurement, funding, programme priorities and donor commitments.
- Support handover, substantial completion, final completion and project closure, including punch-list management, testing and commissioning, as-built documentation, operation and maintenance manuals, training, asset information, completion certificates, final accounts and transfer of records.
- Monitor project-specific Defects Liability Period obligations, coordinate defect inspections and notices, track rectification, verify closure evidence, monitor release conditions for retention and guarantees, and report unresolved defects or contractual risks to UNICEF.
- Provide practical coaching, standard tools, lessons learned and knowledge transfer to the Construction Unit, National Officer(s), UNICEF consultant engineers and relevant UNICEF staff, without displacing the contractual responsibilities of consultants, contractors or implementing partners.
- Review, verify, recommend and escalate, but do not approve, certify, award, bind UNICEF or waive UNICEF rights unless authority is expressly delegated in writing. Contractors, consultants and implementing partners remain responsible for their contractual obligations.

5. APPLICABLE POLICIES, STANDARDS AND ORDER OF PRECEDENCE

UNICEF requirements. The Service Provider shall comply with the current UNICEF Procedure on Construction Projects, applicable UNICEF procurement, financial, contract-management, ESS, safeguarding, PSEA, anti-fraud and data-management requirements, written delegations and signed project contracts.

Technical and legal requirements. The Service Provider shall apply applicable Ethiopian laws, permits, professional requirements, building codes, relevant international standards and the technical standards stated in the project-specific contracts and approved documents.

- Accountability and authority. The Service Provider may review, verify, recommend, coordinate and escalate. It shall not bind UNICEF, award contracts, approve payments, approve variations, settle claims or waive contractual rights unless expressly delegated in writing. Where requirements conflict, the higher-level UNICEF policy, applicable law or signed contract prevails.

6. SUSTAINABILITY, SAFEGUARDING, ESS AND ACCESSIBILITY

- Promote durable, locally serviceable, climate-resilient, accessible and maintainable solutions and ensure that design and implementation decisions consider whole-life value, energy and water efficiency and safe end-user operation.
- Monitor compliance with environmental and social requirements, worker welfare, community health and safety, accessibility/universal design, grievance mechanisms and approved site-specific controls.
- Enforce appropriate Codes of Conduct, child safeguarding, PSEA, confidential reporting, prohibition of harassment, exploitation, discrimination and child labour, and immediate incident reporting through prescribed channels.
- Ensure high and critical HSE, ESS and safeguarding risks are escalated promptly and that corrective actions are tracked to evidence-based closure.

7. SERVICE DELIVERY, COORDINATION AND COMMUNICATION

The Service Provider shall maintain an operational base in Addis Ababa and deploy personnel to regions and sites in accordance with the approved staffing, access and security plan. It shall coordinate with Programme, Operations, Supply, Finance, PMD, ESS, Security, Field Offices, government counterparts, consultants, contractors and implementing partners.

The Service Provider shall attend portfolio review meetings, meetings with Programme sections and any other portfolio stakeholder, CRG meetings, technical and contract meetings, consultant/contractor coordination meetings, site inspections, donor briefings and management discussions when requested. It shall support the procurement process and assess, plan and provide timely management and technical inputs for any new project request received during the contract period. Travel, communications, insurance and other service costs shall be addressed in the financial proposal and resulting contract.

8. EVALUATION CRITERIA

Evaluation is conducted in three stages: mandatory eligibility (Pass/Fail), raw technical evaluation (70 points) and weighted technical/financial evaluation using the option selected below. Only proposals scoring at least 49/70 in the raw technical evaluation proceed to financial evaluation.

The requirements below are a standard guide and shall be finalized in the solicitation before issue. Evaluators shall score only documented evidence contained in the proposal and record a brief justification for each score.

Select	Weighting option	Technical weight	Financial weight	Technical pass threshold
X	Option A	70	30	49/70 raw = 49/70 weighted
No.	Mandatory requirement			Result
1	Signed proposal, completed schedules, financial proposal and proposal validity confirmed.			Pass / Fail
2	Valid legal registration, professional/business licence, tax documentation and authority to provide the proposed services in Ethiopia.			Pass / Fail
3	Eligibility declarations, conflict-of-interest disclosure, confidentiality undertaking and absence of prohibited practices.			Pass / Fail
4	Evidence of required insurance, financial standing and capacity to mobilize and maintain the proposed team.			Pass / Fail
5	Acceptance of UNICEF safeguarding/PSEA, ESS, HSE, anti-fraud, Supplier Code of Conduct and data-protection obligations.			Pass / Fail
6	Complete technical proposal, methodology, work plan, staffing/deployment plan, references and required supporting evidence.			Pass / Fail

No.	Criterion	Evidence required	Scoring guide	Max
A1	Institutional experience and comparable assignments	Contracts, completion certificates and client references for comparable portfolio-management or construction-management services.	0: none/non-responsive; 2: limited relevance; 4: one comparable assignment; 6: two comparable assignments; 8: three or more comparable assignments of demonstrated complexity/value.	8
A2	Portfolio scale and complexity	Evidence of managing geographically dispersed, multi-sector or multi-contract portfolios with comparable value, number of sites or parallel work fronts.	0: none; 1: limited; 2: relevant but smaller; 3: strong comparable scale; 4: highly comparable scale and complexity.	4
A3	Past performance and references	Verified client references, timely delivery, quality of outputs, risk management and dispute/termination record.	0: adverse/no evidence; 1: limited; 2: generally satisfactory; 3: strong verified record.	3
B1	Portfolio-management methodology	Methodology covering governance, data quality, planning, gates, consultant/contractor coordination, reporting, escalation and close-out.	0: absent/unworkable; 2: major gaps; 4: adequate and generally compliant; 6: detailed and responsive; 7: comprehensive, practical and fully coordinated.	7
B2	Work programme and mobilization	Resource-loaded mobilization and work plan, deployment by region, critical actions, reporting calendar and business-continuity arrangements.	0: absent/unrealistic; 2: basic with gaps; 3: feasible; 4: detailed with dependencies/resources; 5: robust and credible.	5
B3	Consultant and contractor performance management	Approach to performance monitoring, QA/QC assurance, payment/variation review, recovery planning, DLP and evidence-based escalation.	0: absent; 1: weak/generic; 2: adequate; 3: detailed and compliant; 4: comprehensive and auditable.	4
B4	ESS, HSE, safeguarding and quality assurance	ESS/HSE, safeguarding/PSEA, accessibility, incident management, QA/QC, audits, inspections and corrective-action arrangements.	0: absent/non-compliant; 1: major gaps; 2: adequate controls; 3: good project-specific approach; 4: comprehensive with measurable indicators.	4

8. EVALUATION CRITERIA (CONTINUED)

No.	Criterion	Evidence required	Scoring guide	Max
C1	Portfolio Team Leader / Principal	CV, qualifications and comparable leadership experience managing large multi-site portfolios and teams.	0: not proposed/unqualified; 2: minimum partly met; 3: relevant record; 4: good record; 5: excellent comparable portfolio leadership.	5
C2	Regional portfolio managers / coordinators	CVs and deployment commitments demonstrating regional coverage, site audits, coordination and corrective-action capacity.	0: absent; 1: partial coverage; 2: adequate coverage; 3: strong regional capacity; 4: fully matched to the portfolio.	4
C3	Planning, controls and dashboard lead	CV and evidence of integrated schedules, progress measurement, cost/cash-flow tracking, risk registers and dashboards.	0: absent; 1: limited; 2: adequate; 3: strong directly relevant experience.	3
C4	Contracts, commercial and QA/ESS leads	CVs and evidence of contract administration, payment/variation review, claims, QA/QC, ESS/HSE and safeguarding capacity.	0: absent; 1: weak/insufficient deployment; 2: qualified and adequate; 3: strong dedicated coverage.	3
D1	Data systems and records management	Portfolio dashboard, document-control system, decision/action logs, reporting templates and data-quality controls.	0: absent/unavailable; 1: major gaps; 2: adequate system; 3: good confirmed system; 4: comprehensive and well matched.	4
D2	Financial capacity and business continuity	Audited statements/bank evidence, insurance, staffing back-up, continuity plan and ability to sustain deployment.	0: no evidence/insufficient; 1: weak; 2: adequate; 3: strong; 4: fully sufficient for the assignment.	4
D3	Current workload and cumulative capacity	Current commitments, named personnel availability and credible spare capacity for the full assignment.	0: excessive/unexplained workload; 1: manageable with risk; 2: clear and credible capacity.	2
E1	Local presence, logistics and sustainability	Addis Ababa base, regional logistics, travel/access plan, climate-resilient and sustainable construction knowledge.	0: absent; 1: generic; 2: adequate practical measures; 3: good measurable approach; 4: strong portfolio-specific approach.	4
E2	Integrity, compliance and conflict controls	UN Supplier Code, anti-fraud, confidentiality, conflict-of-interest, safeguarding and data-protection systems.	0: absent/non-compliant; 1: major gaps; 2: adequate compliant controls; 3: comprehensive operational arrangements.	3
E3	Knowledge transfer and continuous improvement	Training, lessons learned, capacity building, standard tools and practical improvements for UNICEF and project stakeholders.	0: absent/non-compliant; 1: limited/generic; 2: adequate; 3: comprehensive and practical.	3
	TOTAL TECHNICAL SCORE	Minimum pass mark: 49/70		70

9. FINANCIAL EVALUATION, ARITHMETIC ERRORS AND FINAL SCORE

Selected weighting: 70/30. The selected weighting shall apply consistently to every evaluated proposal.

Financial proposal. The Service Provider shall submit an all-inclusive financial proposal covering personnel, management systems, travel, insurance, communications, office support, regional deployment and other costs required to deliver the services. The financial proposal shall identify any assumptions, exclusions and reimbursable items.

Weighted technical score. Weighted Technical Score = (Raw Technical Score / 70) x Selected Technical Weight. The raw technical pass mark remains 49/70.

Weighted financial score. The lowest evaluated responsive price receives the full selected financial weight. Other scores are calculated as: Weighted Financial Score = Selected Financial Weight x (Lowest Evaluated Price / Bidder's Evaluated Price). Final Score = Weighted Technical Score + Weighted Financial Score, out of 100.

Correction and clarification. Arithmetic errors and clarifications shall be handled strictly in accordance with the solicitation instructions. Clarifications shall not change the substance, scope or price basis of the proposal.

Award recommendation. Award shall be recommended to the highest-ranked substantially responsive proposal after verification of eligibility, qualifications, staffing, financial assumptions, conflicts of interest and capacity to deliver the full portfolio.

10. NATURE OF CONTRACT AND GENERAL CONDITIONS

Contract type. Institutional service contract for construction portfolio management and technical oversight for an initial period of twelve (12) months, subject to funding, performance and UNICEF approval.

Service delivery. The Service Provider shall deploy the named personnel and resources committed in its proposal, maintain adequate regional coverage and remain responsible for the performance of approved subcontractors or replacement personnel.

Authority and accountability. The Service Provider may coordinate, review, verify, recommend and escalate. It shall not bind UNICEF, approve awards, payments, Variations, claims or contract amendments, or waive UNICEF rights unless expressly delegated in writing.

Independence and conflicts. The Service Provider shall disclose actual, potential or perceived conflicts of interest and shall not self-review, certify its own fees against its own recommendations or act for an affiliated contractor, consultant or supplier where this creates a conflict.

Confidentiality, records and audit. All portfolio data, project records, reports, decisions, correspondence and systems shall be treated as UNICEF information, kept secure and made available for review, audit and handover.

Insurance, permits and taxes. The Service Provider shall maintain professional, personnel, travel and other insurance, licences and tax compliance required by the Contract and applicable law. Fees shall be inclusive unless the Contract expressly provides otherwise.

IMPLEMENTATION PARAMETERS

Implementation Parameter	Standard / Project Requirement
Assignment period	Twelve (12) months from the contractual commencement date, subject to funding and performance
Mobilization period	Fifteen (15) calendar days from contract commencement
Deliverable review period	Ten (10) working days from receipt of a complete deliverable
DLP monitoring	Not applicable to the Service Provider as a works warranty; the Service Provider shall monitor project-specific DLP obligations and closure
Portfolio review cycle	Weekly exception review, monthly portfolio review and quarterly assurance/risk review

11. PAYMENT SCHEDULE

No.	%	Milestone	Condition for payment
1	10%	Inception and mobilization deliverables	Accepted inception report, verified baseline, methodology, staffing/deployment plan and immediate-risk register. No payment is due before acceptance.
2	80%	Monthly portfolio-management services	Paid pro rata over the assignment against accepted monthly reports, dashboard updates, action tracking and satisfactory performance.
3	5%	Mid-term performance review	Accepted month-six portfolio review, performance assessment, updated risk/controls plan and recommendations.
4	5%	Final report and knowledge transfer	Accepted final portfolio report, complete records, lessons learned, training/transfer and closure of outstanding deliverables.

12. ROLES AND RESPONSIBILITIES

12.1 UNICEF - CONTRACTING AUTHORITY AND RESERVED ACCOUNTABILITY

- Manage the institutional contract, issue instructions within authority and retain accountability for UNICEF decisions, procurement, funding, donor commitments and legal obligations.
- Approve or escalate reserved decisions, including procurement awards, contract amendments, payments, Variations, claims, suspension, termination, acceptance and final closure.
- Coordinate Programme, Operations, Supply, Finance, PMD, ESS, Security, Field Offices and other stakeholders; provide available information and support access within UNICEF control.
- Review Service Provider recommendations, monitor performance and participate in portfolio reviews, CRG decisions, audits, key inspections, handover and close-out.

12.2 INSTITUTIONAL SERVICE PROVIDER - PORTFOLIO MANAGEMENT FUNCTION

- Provide the portfolio-management/Construction Manager function, assume day-to-day responsibility for managing the portfolio and operationally coordinate the Construction Unit, National Officer(s), UNICEF-hired consultant engineers, engineering/supervision consultants, contractors, implementing partners and relevant UNICEF stakeholders.
- Report directly to the Chief of Supply and Logistics, who will manage the contract and provide overall direction, priorities, review and acceptance of deliverables. Coordinate day-to-day with the Construction Unit and relevant Programme, Operations, Supply, Finance, PMD, ESS, Security and Field Office colleagues.
- Support the Chief of Supply and Logistics and the Construction Unit in preparing, updating and monitoring the Annual Supply Plan, procurement plan, portfolio priorities, resource requirements, budget forecasts and implementation pipeline.
- Support the assessment and planning of any new project request received during the contract period and provide timely technical, management, procurement, cost, schedule, risk, ESS and implementation inputs required for a decision.
- Manage the portfolio register, integrated schedule, procurement tracker, dashboard, risk and issue register, variation and amendment register, payment tracker, decision log, action tracker and controlled project records.
- Review scopes, assessments, designs, drawings, specifications, BOQs, cost estimates, permits, ESS instruments, accessibility provisions, O&M requirements and supervision arrangements and identify gaps before procurement or implementation.
- Support procurement processes, including technical inputs to solicitation documents, evaluation, clarifications, tender addenda, contract finalization and procurement readiness, while respecting UNICEF procurement rules and segregation of duties.
- Coordinate, monitor and report on the performance of engineering/supervision consultants, contractors and implementing partners, including staffing, mobilization, programmes, quality, testing, HSE/ESS, safeguarding, reporting, payment evidence, delays and corrective actions.
- Review, verify and recommend invoices, payment applications, measurements, completion percentages, supporting documents, guarantees, retention, advances and final accounts before submission to the authorized UNICEF personnel.
- Review and prepare technical and contract-management inputs for amendments, variations, extensions of time, claims, price adjustments, suspension, termination, remedies and other reserved decisions; ensure no unauthorized work is initiated.
- Attend portfolio review meetings, meetings with Programme sections and other stakeholders, CRG and procurement meetings, technical and contract meetings, consultant/contractor coordination meetings, site inspections, donor briefings and management discussions when requested.
- Monitor progress, cost, quality, schedule, risk, ESS/HSE, safeguarding, accessibility and donor commitments; promptly escalate critical issues and recommend corrective and recovery actions.
- Support handover, testing and commissioning, completion, DLP monitoring, defect rectification, final accounts, closure and records handover, and provide coaching and knowledge transfer to the Construction Unit and relevant UNICEF staff.
- Review, verify, recommend, coordinate and escalate, but do not approve, certify, award, bind UNICEF or waive UNICEF rights unless authority is expressly delegated in writing. Remain responsible for the performance of approved subcontractors and proposed personnel.

12.3 ENGINEERING/SUPERVISION CONSULTANTS, CONTRACTORS AND IMPLEMENTING PARTNERS

- Engineering/supervision consultants remain responsible for their contractual day-to-day technical supervision, inspection, testing, measurement, records, certification inputs and DLP duties.
- Contractors and implementing partners remain responsible for execution of the works, resources, means and methods, quality, safety, statutory compliance, programme, protection of works, safeguarding and defect rectification under their respective contracts.
- All project parties shall provide complete, timely and accurate information, cooperate with the Service Provider and UNICEF, comply with written contractual instructions and promptly report risks, incidents, delays and discrepancies.

13. RISKS AND MITIGATION	
Risks	Required mitigation and control
Fragmented accountability or unclear authority	Single Service Provider interface; approved RACI and delegation matrix; one accountable UNICEF owner for each reserved decision; decision log and CRG escalation.
Insufficient staffing or site coverage	Resource-loaded staffing and regional deployment plan; site-by-site supervision validation; back-up personnel; monthly capacity review and escalation of gaps.
Poor consultant, contractor or implementing-partner performance	Named KPIs; weekly monitoring; performance warnings and recovery plans; documented remedies; escalation to the responsible Contract Manager and UNICEF for reserved action.
Quality, measurement, payment or variation risk	Hold/witness points; testing and traceability; independent audits; verified quantities and entitlement; no certification where evidence cannot be verified; prior written authorization for changes.
Access, security, logistics and data constraints	Site-specific access/security plans; Field Office and Security coordination; alternative work-front planning; secure data and records; reassessment before movement or work continuation.
Unauthorized changes, claims or conflicts of interest	Prior written authorization; cumulative change log; commercial review; conflict disclosures; no self-review; separation of portfolio management from consultant/contractor interests.
14. REQUIRED ATTACHMENTS	
<ul style="list-style-type: none"> • BOQ: Financial offer 	

ANNEX – C - EVALUATION CRITERIA

8. EVALUATION CRITERIA

Evaluation is conducted in three stages: mandatory eligibility (Pass/Fail), raw technical evaluation (70 points) and weighted technical/financial evaluation using the option selected below. Only proposals scoring at least 49/70 in the raw technical evaluation proceed to financial evaluation.

The requirements below are a standard guide and shall be finalized in the solicitation before issue. Evaluators shall score only documented evidence contained in the proposal and record a brief justification for each score.

Select	Weighting option	Technical weight	Financial weight	Technical pass threshold
X	Option A	70	30	49/70 raw = 49/70 weighted
No.	Mandatory requirement			Result
1	Signed proposal, completed schedules, financial proposal and proposal validity confirmed.			Pass / Fail
2	Valid legal registration, professional/business licence, tax documentation and authority to provide the proposed services in Ethiopia.			Pass / Fail
3	Eligibility declarations, conflict-of-interest disclosure, confidentiality undertaking and absence of prohibited practices.			Pass / Fail
4	Evidence of required insurance, financial standing and capacity to mobilize and maintain the proposed team.			Pass / Fail
5	Acceptance of UNICEF safeguarding/PSEA, ESS, HSE, anti-fraud, Supplier Code of Conduct and data-protection obligations.			Pass / Fail
6	Complete technical proposal, methodology, work plan, staffing/deployment plan, references and required supporting evidence.			Pass / Fail

No.	Criterion	Evidence required	Scoring guide	Max
A1	Institutional experience and comparable assignments	Contracts, completion certificates and client references for comparable portfolio-management or construction-management services.	0: none/non-responsive; 2: limited relevance; 4: one comparable assignment; 6: two comparable assignments; 8: three or more comparable assignments of demonstrated complexity/value.	8

No.	Criterion	Evidence required	Scoring guide	Max
A2	Portfolio scale and complexity	Evidence of managing geographically dispersed, multi-sector or multi-contract portfolios with comparable value, number of sites or parallel work fronts.	0: none; 1: limited; 2: relevant but smaller; 3: strong comparable scale; 4: highly comparable scale and complexity.	4
A3	Past performance and references	Verified client references, timely delivery, quality of outputs, risk management and dispute/termination record.	0: adverse/no evidence; 1: limited; 2: generally satisfactory; 3: strong verified record.	3
B1	Portfolio-management methodology	Methodology covering governance, data quality, planning, gates, consultant/contractor coordination, reporting, escalation and close-out.	0: absent/unworkable; 2: major gaps; 4: adequate and generally compliant; 6: detailed and responsive; 7: comprehensive, practical and fully coordinated.	7
B2	Work programme and mobilization	Resource-loaded mobilization and work plan, deployment by region, critical actions, reporting calendar and business-continuity arrangements.	0: absent/unrealistic; 2: basic with gaps; 3: feasible; 4: detailed with dependencies/resources; 5: robust and credible.	5
B3	Consultant and contractor performance management	Approach to performance monitoring, QA/QC assurance, payment/variation review, recovery planning, DLP and evidence-based escalation.	0: absent; 1: weak/generic; 2: adequate; 3: detailed and compliant; 4: comprehensive and auditable.	4

No.	Criterion	Evidence required	Scoring guide	Max
B4	ESS, HSE, safeguarding and quality assurance	ESS/HSE, safeguarding/PSEA, accessibility, incident management, QA/QC, audits, inspections and corrective-action arrangements.	0: absent/non-compliant; 1: major gaps; 2: adequate controls; 3: good project-specific approach; 4: comprehensive with measurable indicators.	4
C1	Portfolio Team Leader / Principal	CV, qualifications and comparable leadership experience managing large multi-site portfolios and teams.	0: not proposed/unqualified; 2: minimum partly met; 3: relevant record; 4: good record; 5: excellent comparable portfolio leadership.	5
C2	Regional portfolio managers / coordinators	CVs and deployment commitments demonstrating regional coverage, site audits, coordination and corrective-action capacity.	0: absent; 1: partial coverage; 2: adequate coverage; 3: strong regional capacity; 4: fully matched to the portfolio.	4
C3	Planning, controls and dashboard lead	CV and evidence of integrated schedules, progress measurement, cost/cash-flow tracking, risk registers and dashboards.	0: absent; 1: limited; 2: adequate; 3: strong directly relevant experience.	3
C4	Contracts, commercial and QA/ESS leads	CVs and evidence of contract administration, payment/variation review, claims, QA/QC, ESS/HSE and safeguarding capacity.	0: absent; 1: weak/insufficient deployment; 2: qualified and adequate; 3: strong dedicated coverage.	3
D1	Data systems and records management	Portfolio dashboard, document-control system, decision/action logs, reporting templates and data-quality controls.	0: absent/unavailable; 1: major gaps; 2: adequate system; 3: good confirmed system; 4: comprehensive and well matched.	4

No.	Criterion	Evidence required	Scoring guide	Max
D2	Financial capacity and business continuity	Audited statements/bank evidence, insurance, staffing back-up, continuity plan and ability to sustain deployment.	0: no evidence/insufficient; 1: weak; 2: adequate; 3: strong; 4: fully sufficient for the assignment.	4
D3	Current workload and cumulative capacity	Current commitments, named personnel availability and credible spare capacity for the full assignment.	0: excessive/unexplained workload; 1: manageable with risk; 2: clear and credible capacity.	2
E1	Local presence, logistics and sustainability	Addis Ababa base, regional logistics, travel/access plan, climate-resilient and sustainable construction knowledge.	0: absent; 1: generic; 2: adequate practical measures; 3: good measurable approach; 4: strong portfolio-specific approach.	4
E2	Integrity, compliance and conflict controls	UN Supplier Code, anti-fraud, confidentiality, conflict-of-interest, safeguarding and data-protection systems.	0: absent/non-compliant; 1: major gaps; 2: adequate compliant controls; 3: comprehensive operational arrangements.	3
E3	Knowledge transfer and continuous improvement	Training, lessons learned, capacity building, standard tools and practical improvements for UNICEF and project stakeholders.	0: absent/non-compliant; 1: limited/generic; 2: adequate; 3: comprehensive and practical.	3
	TOTAL TECHNICAL SCORE	Minimum pass mark: 49/70		70

ANNEX-D

TECHNICAL PROPOSAL - CONTENT & FORMAT

Please note that the format presented in Annex B is a guiding format. Bidders are allowed to use their own format during proposal preparation and are not limited to with this format.

The Technical Proposal

The technical proposal of the bidders should contain the following minimum information.

The Technical proposal comprises of four (4) key components background, technical approach, methodology and business plan /work plan and economic capacity. Bidders are urged to present their proposals using the suggested subtitles. UNICEF welcomes new ideas and innovative approaches therefore Bidders are also free to provide, any other information that they deem fit and relevant in support of their bid or solution.

1. Background

1.1 Contractor's company/firm

In this section the contractor should highlight about their company, how it is organised (organisation structure), its capability and a brief about its key personnel.

1.2 Contractor's Experience

a) In this section, list maximum 10 names of the clients for whom the contractor has undertaken similar assignments along with the name of the contact person and contact details of its clients.

b) Out of the above list, provide information of 3-5 assignments for which your company and your company's personnel were legally contracted as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. You can either use the format specified in **Annex-C** or provide all the information in your own format with accompanying CD for sample work.

2. Description of the Approach, Methodology and Work Plan

2.1 Technical Approach and Methodology.

In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

2.2 Quality Assurance.

The proposal should include the bidder's plan or program for the systematic monitoring and evaluation of the various aspects of the project to ensure that standards of quality are being met.

3. Business Plan or Work plan

3.1 Business Plan or Work plan

In this chapter the bidder produce a comprehensive Business Plan /Work plan to deliver the overall requirement (ToR). This will include the main activities of the assignment, their content and duration, phasing and interrelations, milestones, key performance indicators (including interim approvals by the Client), and a list of deliverables (reports, drawings, activities) with the estimated delivery dates.

The proposed business plan or work plan should be consistent with the technical approach and methodology, showing understanding of the ToR. This should also be inclusive of the level of effort for each team member and explicitly lay out staff input throughout various stages/components.

The plan MUST identify and present specific steps, components activities in a chronological manner ensuring that quantity is presented clearly, and MUST have attached, a flow chart/ Critical Path Analysis/, Activity Plans etc.

3.2 Organization and staffing of the team for this assignment.

In this chapter you should propose the structure and composition of your team which will be deployed for this assignment. You should list the main disciplines of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs). It is desirable that the majority of the key professional staff are permanent employees of the bidder or have an extended and stable working relationship with the bidder. You should also list all the main equipment to be used in the production and post production stages of an assignment located in your organization.

Team composition and tasks assigned. Please provide the details as per the following:

Name of Expert	Area of expertise / Qualification	Position Assigned	No. of days of Input	Firm	Task Assigned

4. Economic and Financial Capacity

Bidders must also provide proof of their economic and financial capacity by enclosing with their bid the one or more of the following documents:-

- i) Appropriate statements from banks;
- ii) Most recent audited financial statement;
- iii) Balance sheets or extracts from balance sheets for at least the last two years for which accounts have been closed;
- iv) A statement of overall turnover concerning the services covered by the contract during the last three financial years.

The Technical Proposal should not contain any price / cost information

ANNEX-E

CONTRACTOR'S EXPERIENCE – FORMAT

Please note that the format presented in Annex E is a guiding format. Bidders are allowed to use their own format during proposal preparation and are not limited to with this format.

Assignment name:	Country: Location within country:
Name of Client:	Address:
Duration of assignment (months): Start date (month/year): Completion date (month/year):	Total N° of staff-months of the assignment:
Approx. value of the contract (in current US\$):	Approx. value of the services provided by your firm under the contract (in current US\$):
Name of associated Contractors, if any:	N° of professional staff-months provided by associated Contractors:
Name of associated Contractors, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader etc):
Narrative description of Project:	
Online link to the assignment (if available) :	
Description of actual services provided by your staff within the assignment:	