

Number	Question	UNICEF Response
1	In what budget line we should include management fees for IBVs?	In management fee cell in sheet "HR" and repeat in the Summary sheet (Cash Payments table, row 14). This fee is only applicable for the IBVs that will be paid by the selected contractor.
2	Can we get estimation of yearly procurement amount?	Estimation of yearly procurement amount is to be done by the bidder based on the provided information and observations during the field visits to camps. Reminder that bidders will be providing the management fee in their financial proposal (not the cost estimates).
3	What is the correct estimation of WASH-IBVs? Annex C: 1-5, while Annex B: 50	Total number of IBVs in Zaatari, Azraq and Garden camps is 50 IBVs, for HR Management costs From them, 1-5 IBVs are for Garden camp, who should receive their incentives via cash (Operational support)
4	Does Security in Zaatari camp MoE facilities required? Annex C: NO, while Annex B: Yes	Yes, in Zaatari camp security of MoE facilities (Schools and KG's) is required under the contract through IBV's such as guards and guards supervisors.
5	What are the required ERP modules? Annex C: HR & Logistics, while Annex B: HR, Finance & Accounting, Procurement & Inventory, Facility Management, and Transportation Management	Please follow the Annex B.
6	How many Warehouses to be managed? Annex C: 2 in Zaatari and 3 in Azraq, while Annex B: 2 in Zaatari and 2 in Azraq.	Please follow Annex C: 2 in Zaatari and 3 in Azraq
7	In the Financial Proposal we are requested the total Cost for the following Direct cost 1. Personnel 2. Office Supplies 3. Transportation Could you please tell us how many months we should cover or should we put the	Please provide the annual costs.
8	And the same for Insurance for Syrian Volunteers, is the total cost per person or for all Syrian Volunteers? if the total cost for all the Syrian Volunteers, could you please share with us the exact number for the Syrian Volunteers?	For insurance of Syrian volunteers, cost per person is requested in the financial proposal. The estimated number of Syrian volunteers is provided in the scope of work for each section.
9	How many IBVs do we have in both Garden Camp and EJC?	EJC: 30 Education Garden: 4 Education Assistant, 1 cleaner (as position), 1-5 WASH IBVs
10	Could you please share with us the following: -Camp Sops, -The recording and the PPT for the online pre-bid orientation meeting.	Will be provided in the response.

11	In the first table, under the accident insurance section, the number of WASH IBVs is listed as 1–5. However, the TOR mentions that there are approximately 50 WASH activities across Zaatari, Azraq, and Garden camps. Could you please clarify this discrepancy?	See response to Q #3. The indicated table relates to the IBVs in Garden camp, for which cash payment will be made on their incentives (Operational support).
12	In the second table, under the cash payment of IBVs, WASH IBVs are stated to be located in EJC camp. However, the TOR does not mention EJC camp as a location for WASH activities. Was this meant to be Garden camp instead?	Yes, it should be Garden camp. No WASH IBVs in EJC camp.
13	Can UNICEF confirm whether the HR, logistics, and financial systems may be integrated into a single ERP solution (e.g., Odoo), or is it expected that each function be managed through separate systems?	This is up to the bidder to decide, as long as all the required processes are duly supported by the relevant systems.
14	Regarding the HR Information Management Officer position listed in the Annex 3, would UNICEF accept this function to be managed by a specialized IT staff member rather than a dedicated HR resource?	This position will be undertaking the HR functions while utilizing the dedicated module/system/tool to manage the HR data base and use it for planning, reporting and analysis. It is up to the bidder to decide on this - UNICEF would accept the proposal as long as the required function is duly implemented.
15	Can one qualified system/database administrator manage all modules (HR, logistics, transport), or is UNICEF expecting one dedicated staff member per system?	It is up to the bidder to decide on the number of people to be engaged. The scope of work is way beyond administering the modules, which are only a tool for managing business processes. The key is that the systems are managed in a timely and efficient way and contingency planning is in place should an assigned staff member be sick or on leave, etc.
16	Are contractors expected to procure and retain ownership of the six cars and three trucks, or will these be handed over to UNICEF at the end of the contract?	Bidders are expected to have cars and trucks available to deliver services. UNICEF will not fund the procurement of vehicles. It is up to the bidder to decide whether to procure at their own expense or to rent.
17	If we are required to purchase the vehicles, is there an allocated budget or ceiling cost UNICEF expects us to stay within?	Bidders are expected to have cars and trucks available to deliver services. UNICEF will not fund the procurement of vehicles. It is up to the bidder to decide whether to procure at their own expense or to rent.
18	What type of cars are preferred (e.g., sedan, SUV, 4x4, electric/hybrid)? Are there any fuel type requirements (diesel, petrol, electric)?	It is up to the bidder to decide based on the purpose, efficiency gains, staff safety, etc. Bidders have had the chance to observe the camp operations and the context, and this should help them to decide. UNICEF has no specific fuel requirements.
19	What are the required specifications of the trucks (size, load capacity, cargo vs. equipment handling)? Should they include air conditioning or other modifications?	It is up to the bidder to decide based on the purpose, efficiency gains, staff safety, etc. Bidders have had the chance to observe the camp operations and the context, and this should help them to decide. The choice of whether to include air conditioning lies with the contractor as the vehicles will be used by the contractors' staff.

20	Should vehicle maintenance and servicing be included as part of the vehicle cost proposal?	This should be costed under the relevant Transportation line, if required.
21	For the drivers, are we expected to: o Recruit them as full-time project staff? O Subcontract to a transport company?	It is up to the bidder to decide based on their proposal.
22	Is there a required number of drivers, and can one driver operate more than one vehicle?	It is up to the bidder to decide based on their proposal. Contingency planning is important in case the driver is sick etc.
23	Can UNICEF provide the approximate size (m²) of the locations to be cleaned and maintained?	The size of the location is not required for the costing since cleaning and maintenance of facilities cost is connected to IBV (HR management) and procurement (management fee). The IBV and procurement requirements will be shared with the awarded contractor.
24	Is there a required or recommended number of cleaning staff per facility?	The number ( structure ) of cleaning and other volunteers will be identified by UNICEF and shared at the beginning of each year, based on needs and the size of the facilities. More information will be shared with the awarded contractor. The number of IBV is provided in the TOR.
25	What are the expected working hours per day and working days per week for cleaners?	For the IBV: it depends on the function. More information will be shared with the awarded contractor.
26	Are there any preferences or restrictions regarding the nationalities of cleaning staff?	Cleaning staff will be recruited from the residents inside the camp (IBVs). The recruitment of those IBVs are based on camp SOPs and IBVs structure provided by UNICEF.
27	Should we assign one supervisor per facility, or can one supervisor oversee multiple locations?	<p>If it comes to the security supervision:</p> <p>Security supervisors are Incentivized as IBV. i.e. The contractors is responsible for their HR management. like all IBV under this contract, their payment is not required by the contractor. The IBV structure will be provided by UNICEF to the awarded contractor.</p> <p>For education, this function is only needed in Zaatari camp. One security supervisor for each school in Zaatari, security supervisors for KGs in Zaatari camp can oversee multiple locations. For Makani: one security supervisor can oversee all 8 Makani centers in each camp. More information will be shared with the awarded contractor.</p>

28	Are we expected to supply and manage cleaning consumables (e.g., toilet paper, soap, disinfectants) separately, or are these integrated into the cleaning service?	Supplies are included in the management fee under procurement in the financial proposal, while the cleaning is done through the IBVs hired as cleaners.
29	Should consumables be priced and delivered per item or bundled into a comprehensive cleaning package?	Cleaning items like any other procurement is requested and/or agreed with UNICEF. All procurement is subject to management fee in the financial proposal.
30	Do all locations have access to public transportation, or is there a need to provide private transportation for cleaning staff?	There is no need to provide transportation for IBVs. In the camps, the cleaners are recruited as IBVs who live in the communities where facilities are located.
31	Are drivers, cleaners, and security guards to be treated as part of the recruitment and HR management scope under this LTA, or should we subcontract some of these services?	Cleaners, security guards, maintenance and extra workers are recruited as IBVs (part of the HR management). The drivers (if needed) are Jordanian and are recruited as staff of the bidder or as part of the rental with driver.
32	Do you expect any limits or caps on how many of these staff can be assigned as Syrian volunteers?	All IBVs hired for the programme must be from the camp communities. There are established personnel requirements for IBVs for each facility. Bidders will be required to manage the HR functions (recruitment, performance management, etc.,) based on the camp SOPs. More information will be shared with the awarded contractor.
33	Will UNICEF define the number of guards per location/shift, or should we propose this based on our security assessment?	There are established personnel requirements for IBVs for each facility. Bidders can propose any adjustments to UNICEF.
34	Are we required to submit resumes for Key Resources in the camp level in this phase?	No, bidders will be required to provide the CVs for Project Manager and key resources as per the TOR.
35	What is the total number of volunteers?	Information is provided in the scope of work for each section.
36	Who will be responsible for paying the volunteers salaries?	Bidder will be responsible to pay volunteers incentives for selected Education volunteers (as per the table), WASH volunteers in Garden (up to 5) and Makani extra workers (as required). There is a management fee to be provided by the bidder in the HR sheet. Most of the IBVs incentives are paid by UNICEF directly through EWallet based on the payrolls provided by the bidder.

37	Will the volunteers be enrolled in social security?	For the time being, it is not a requirement, however, if this is needed in the future, UNICEF and the successful contractor will agree on specifics.
38	We would appreciate your clarification on the payment of incentives. Specifically, we would like to understand the required from the contractor or what is meant by "to demonstrate financial viability in the form of liquidity/cash in its bank account to cover overhead costs, procurement, and incentives for Syrian IBVs in EJC and Garden Camp for two months".	As per the TOR evaluation criteria, bidders may be asked to provide their financial statements for last two years as an additional proof of financial viability, if needed. The contractor is required to have a minimum of JOD200,000 - JOD250,000 to cover overheads costs, procurements and incentives for at least two months
39	Considering Ramadan reduced working hours and upcoming Eid Holiday, may UNICEF extend the submission deadline for extra 3-2 weeks, thus to be able to prepare our proposal?	The deadline for submission can be extended by one week i.e upto 17 April 2025
40	May you double check correctness on Annex C, the Security Officer and 2 Assistants each for one camp working Percentage: 90% Makani, 10% Edu?	Makani centers are guarded by the IBVs, schools in Zaatari camp are guarded by IBV while camp schools in Azraq are guarded by the Ministry of Education contracted security personnel, which is why 90% of the cost will be covered by the Social Protection/Makani section.
41	May you double check correctness on Annex C, the Security Officer and 2 Assistants covering Zaatari and Azraq are utilizing one car at Percentage: 90% Makani, 10% Edu?	There will be one car for the contractor's security supervision team, payment will be split between the two sections as mentioned in the remarks (based on the utilization)
42	Could you kindly clarify whether there is a specific template or structure that we should follow for the technical proposal, or for the team CVs? Additionally, if there are any particular formatting requirements (e.g. font size, spacing, page limits, or section headings), we would be grateful if you could share those with us.	There is no specific template for CVs or technical proposal. Bidders are required to submit clear and concise proposals covering the scope of work.