UNICEF follows the common guidelines for procurement by organizations in the UN System. The objective of our procurement activities is the timely acquisition of the appropriate products, works and services, while addressing:

* UNICEF’s mandate
* Fairness, integrity and transparency, through competition
* Economy and effectiveness
* Best value for money

Ref: <https://www.unicef.org/supply/resources/procurement-policies>

Questions from the potential bidders have been assembled as per topic/sub topic to help you see answer pertaining to similar or related questions at one place. While providing answers reference to RFP document is also used.

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| **Question Group** | | **TOR –/service area expertise/ TEAM / Language/qualification** |
| Questions | | Answers (Sharmila) |
| 1 | Should we have expertise in every aspect of each service area we select | Potential institutions are requested to provide evidence of expertise/skills-set of the specific service areas (one or multiple) they would like to apply for. |
| 2 | Does Regional Diversity mean diversity within a region or between regions? | Regional diversity in terms of multiple regions, if the institution would like to support some or all regions, or within a region, if the institution plans on supporting one specific region. |
| 3 | Should the team for each Service Area be unique or can some of the team members work across service areas? | Each service area will be assessed based on the requirements indicated in Annex C – Statement of Work and Terms of Reference; team members who have the relevant expertise and experience may work across service areas. |
| 4 | how does one present evidence of adaptation? what are you expecting here? | With reference to Part I of the Proposal, evidence of adaptation or strategies refers to how the scope, size and focus of previously provided support was adjusted to meet country needs. This should be clearly outlined in institutional experiences shared. |
| 5 | evidence of quality assurance - would a corporate quality assurance policy or standard operating procedure be adequate? | Quality assurance encompasses the processes and procedures that systematically monitor different aspects of a service. A corporate quality assurance is therefore required. |
| 6 | To prove expertise, most of the projects were done and required in a different language (not in english) Is it necessary to translate the projects? | The experience should be listed and described as suggested in the proposal outline – previous projects conducted in a different language do not need to be translated. |
| 7 | Will an advanced diploma or Post Graduate diploma be considered equivalent to a Masters degree for the position of Team Leader? | As indicated in Table 5, Annex C (Terms of Reference), the Team Leader should have an Advanced University Degree (minimum Masters level) from a reputable institution in finance, economics, business administration or related field. |
| 8 | Could I clarify how many experts can we put under each role, overall and per service areas? Also do we need to name experts for each role? | Offering institutions should submit a team of key experts at the levels indicated for each service area they will apply for. Proposers are requested to include CVs of all experts expected to work in teams to deliver services within each service area. Each proposed expert must undertake to be available, able and willing to work. Replacing, removing and adding additional key experts cannot be done without prior approval from the managers of this LTAS. |
| 9 | ToR makes mention of 'Project Manager' as an additional supporting expert (as well as principal researcher). But this doesn't seem to be referred to elsewhere. Please kindly clarify. Thanks. | The Project Manager and Project Consultant are synonymous. |
| 10 | On the service area, must we be able to handle all aspects WITHIN each service area. I look forward to responses online | Proposers are required to demonstrate evidence of experience (operational and analytical) and qualifications specific to the service areas for which they are applying. Please see Annex C, Section X, Qualification Requirements. |
| 11 | Do we have to name all the experts or just the key experts | Each proposed expert must undertake to be available, able and willing to work. Replacing, removing and adding additional key experts cannot be done without prior approval from the managers of this RFP/LTAS. Bidders should name all potential experts proposed under each service area. |
| 12 | I have a question regarding the expertise on languages. My organization does not have full dedication person fluent in Arabic right now, but we do provide services for the UNICEF MENARO countries relying on a roster of translators and simultaneous interpreters. In this case, should we consider ourselves as qualified for Arabic or not? | Proposers should select those regions and countries where they have in-depth organizational experience and have staff or consultants with similar in-depth expertise. Demonstrated capacity to work outside of own geographical area is an asset. Knowledge and ability to provide services in other languages will be considered an asset. |
| 13 | Will it be a disadvantage to providing one service area for one particular country? | Please see Appendix II for the instructions on the complete list of the general evaluation criteria and the evaluation per service area. |
| 14 | The bid document calls for core team of five. Is this core team expected to work in each country with the support of additional team members? · Are we correct in assuming that we should also line up additional team project consultants (a deeper roster) in each country…or is the core team expected to work in each key country with support staff attached? | The proposers will be expected to draw from the team of key experts under the specific service area they apply for, based on the requests made. Each proposed expert must undertake to be available, able and willing to work. Replacing, removing and adding additional key experts cannot be done without prior approval from the managers of this LTAS. |
| 15 | Regional Expertise · In Section 8, it states that proposers are asked to indicate the priority geographic regions where they have in-depth organizational experience and staff of consultants. So, do you want proposers to focus on one or two regions or a prioritized list of all? | Proposers should select specific regions that would meet the requirements outlined in the Terms of Reference |
| 16 | so you mean the PM role is a mistake (as it doesn't appear in Table 5). Just to be clear. Thanks. | The Project Manager and Project Consultant are synonymous. |
| 17 | Could you kindly clarify if we are applying for 2 service areas, do we need to provide 10 CVs? | The composition of the team should meet the requirements outlined in the LTA Terms of Reference (table 5). Proposers may have overlap in team members across service areas. Each service area technical proposal will be evaluated separately. |
| 18 | If we list only one service area, would we be able to use the same LTA to apply for a project in another service area as there are many overlaps? | Proposers are invited to apply for multiple service areas. Any proposer applying for a specific service category/service area shall be technically evaluated for only that specific service area. In order to get selected/evaluated for other service area, one has to apply for multiple service areas as per TOR and RFP guidelines. |
| 19 | In the terms of reference, I notice the total number of key personnel required for the call are less than the ones presented in the pre-bidding conference.  In the Pre-bidding conference we had: Team Leader and Deputy Team Leader as key experts  Principal Researcher, Project Consultants and Project Assistant.  In the TOR, the following positions are presented: Team Leader and Deputy Team Leader as Key experts  Principal Researcher and Project Manager as Supporting experts. Please clarify the correct positions. | Please note in the TOR (as well as the pre-bidding conference) - Table 5 outlines the team members: Team Leader, Policy Area Specialist (Deputy Team Leader), Principal Researcher, Project Consultants or Mangers, Project Assistant |
| 20 | Page 14: The TOR state that each proposed expert must undertake to be available, able and willing to work for all the period foreseen for his/her inputs during the implementation of the contract, as indicated as indicated in the Terms of Reference/Statement of Work and the Proposal. Replacing, removing and adding additional key experts cannot be done without prior approval from the managers of this LTAS. Doing so would constitute a breach of the terms of this LTAS.  Request for clarification on what this means in the context of the LTA. Would only those experts named on the LTA be able to work on projects that come through this work or would we be able to propose other similar experts that meet the same requirements? Can we name several people against each the Team Leader and deputy Team Leader roles? | We would recommend adding all potential experts who would contribute to the work.  Each service area will be technically assessed separately. |
| 21 | Page 13-14: the TOR state that offering institutions should submit a team of key experts at the level of team leader and deputy team leaders for the service area for which they are submitting the offer. Two additional supporting experts (Principal Researcher and Project Manager) can be submitted for all service areas. The qualifications of each team would be assessed against the requirements of the specific service area for which the team is proposed.  UNICEF mentions project manager in the description but in the table on page 14 doesn’t provide a description for PM but rather for a project consultant and project assistant. Please clarify. | The project consultant and project manager refer to the same team member. |

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| **Question Group** | | **TOR –Technical Evaluation/Award/ Budget/ Financial Template** |
| Questions | | Answers |
| 22 | Expertise requires use to demonstrate the size of a project - how does one do this? Would budget be a proxy for size? | Expertise can be demonstrated through key deliverables, recommendations and other forms of documentation. |
| 23 | Will each supplier receive a separate score per service area or will there be one score per supplier? | Please refer to “Appendix II- Structure of Technical Proposal & Technical Evaluation Criteria”  II. Evaluation Criteria for Technical Proposal  A. General Criteria and  B. Service Area Criteria  proposal shall be evaluated for both General and Specific Service Area Criteria separately.  Sum of both scores shall be Total of technical evaluation. |
| 24 | LTA format  -Through the LTA mechanism, will UNICEF provide awards to several (multiple) proposers?  -Will proposers be selected to be in the “roster” of potential awardees or will just one proposer be selected or awards? (The bid document notes that UNICEF will make multiple LTAs to bidders who submitted proposals) | UNICEF shall award multiple LTAS based on overall scores of both technical and financial scores. These awards shall follow highest scores to lowest scores. The exact number of the LTA per service category and region shall be based on need assessment in the region and qualified proposers in the region together with best value for money principle.  As explained in the slide 23 the contract shall be awarded by any of the UNICEF requisitioning office (country/regional or HQ) based on LTA. The requisitioning office shall contact “multiple LTA holders” for a specific work detailed in TOR. This time, the TOR, shall provide specific information on project and deliverables. |
| 25 | I also wanted to clarify whether we can have a range of fee rates per role to reflect experience of nominated experts? | This is up to the bidder to propose rates as per market rate. UNICEF shall not provide you range of fee rates per role of experts. |
| 26 | Will awards be rewarded on an ongoing basis and can proposers who don’t get an award in one region potentially secure an award in another region? · How many awards per region? · What is the likely frequency of awards per region per timeframe e.g. one per quarter per region? | At this stage it is difficult to predict the number of awards or frequency of awards per region as this will depend on both the demand, as well as the number of technical proposals received for consideration. |
| 27 | Has UNICEF determined an overall budget per country? · Are we to provide a budget based on the scope of work for each country? How many countries? | As explained in the Pre-bid conference at LTA stage no specific TOR is shared and therefore no budget has to be requested. As explained in the slide 23 presented during Pre-bid Conference, the contract shall be awarded by any of the UNICEF requisitioning office (country/regional or HQ) based on LTA. The requisitioning office shall contact multiple LTA holders for a specific work detailed in TOR. This time, the TOR, shall provide specific information on project and deliverables. It is at that stage, questions related to budget shall come. UNICEF never specifies budget in the TOR, it is always proposers who have to provide the budget for specific TOR, scope of work and deliverables. |
| 28 | I see only daily rates for key experts are provided in the financial proposal. How does successful firms cost for non-personnel related costs whenever an actual contract is announced? | As the cost of non-personnel is variable between the region. With no specific work and deliverables we are not seeking non-personnel cost at this stage, which will be requested at the time of request from country/regional/HQ offices after LTA has been awarded. The LTA shall have a line “other non-personnel costs will depend on project requirements and shall be quoted on a case by case basis based on actuals”. |
| 29 | On the financial evaluation: just to seek further clarification please. So, you are saying that, for example, a bid on a particular service area will be judged on the average rate of all team members combined (i.e. based just n their daily rates). Is that correct? If a bidder goes for a service area in multiple regions (with different rates for each region), do you then average the averages across the regions? I hope that makes sense. Thanks. | The purpose of providing the opportunity to apply to different service areas viz a viz different regions is to achieve the best value for money. The award recommendation shall be based on an overall ranking from highest to lowest for specific regions and service area or service area in specific regions. The overall ranking is achieved after adding technical scores and financial scores as explained in the TOR under section Financial evaluation. “The total combined score (TS) for the proposal will then be calculated by adding the scores for the technical (Desk Review and Service Area Review) and financial proposal within the service area.” |

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| **Question Group** | | **Operational/Administrative/ Travel** |
| Questions | | Answers |
| 30 | The ToR indicates that we must submit a different technical and financial proposal for each service area that we would like to apply. Does this mean that we must also send it in separate emails or can we only send one technical proposal email (even if it is for more than one area)? | We recommend that each service area technical + financial proposal submission be clearly specified whether it is in one email or in multiple emails. One may indicate in the subject line a title that indicates the submission is part of a series of submissions. |
| 31 | Is the proof of participation in the LTA required after the fact or is this a requirement for the bid? | Question not clear |
| 32 | Do we need to have Invitation to bid to submit proposal or we can collaborate with someone who has the invitation? | Request for Proposal is open to all who are registered with the UNGM or can register with the UNGM. |
| 33 | On the technical proposal can I clarify whether we need to submit part 1 with each technical service area, or can we just submit part 1 once? | Please submit a complete proposal (technical/financial) for each service area that the institution plans to apply for. The evaluation of bids will be performed for each service area separately. |
| 34 | · There are 12 service areas and UNICEF notes that bidders must declare their interest in applying to one or multiple service areas. Is there any · Reconfirming that we are to submit ONE technical proposal outlining the service areas/focal areas…and ONE financial proposal (as opposed to multiple).  Answer: | Proposers are required to submit a technical proposal and a separate financial proposal per service area. (See Appendix II and Appendix III for detailed requirements regarding the proposals) |
| 35 | We want to reconfirm that travel costs are NOT to be included in the financial proposals given that UNICEF must pre-approve travel. | Travel cost for contracts (purchase order) is highly variable.  while creating a LTA, we generally add a line in the LTA to cover travel cost with USD 1.00. The line has a note - “it is a reimbursement as per https://icsc.un.org/ rates, proof of journey and actual invoices”. The travel, if required, and is permitted in the specific TOR and is subject to common understanding and negotiations, if any required, before issuance of the contract. Based on the requirement proposer shall provide estimate for the travel budget to be included in the contract (Purchase Order). |
| 36 | COVID · Current COVID restrictions -- how will that impact timing of project/awards etc and travel? Through the LTA mechanism, will UNICEF provide awards to several (multiple) proposers? · Will proposers be selected to be in the “roster” of potential awardees or will just one proposer be selected or awards? (The bid document notes that UNICEF will make multiple LTAs to bidders who submitted proposals.) | UNICEF shall award multiple LTAS. As explained in the slide 23 the contract shall be awarded by any of the UNICEF requisitioning office (country/regional or HQ) based on the LTA. The requisitioning office shall contact multiple LTA holders for a specific work detailed in their TOR. The TOR, shall provide specific information on the envisioned project and deliverables. It is at that stage, questions related to travel shall be discussed before preparation of the proposal and both parties should agree on the way forward including timelines and costs before the contract is awarded. |
| 37 | How long does it take to issue LTA ie evaluation period of proposal? | As explained in slide 24, global bids such as these, can take 5-8 months to conclude, it may take longer depending on the evaluation period. |
| 38 | Is there any scope to extend the last date of submission? | RFP is open for 2 months and that is quite good time to prepare proposal. We do not see any reason to extend the last date of submission. |
| 39 | Are firms based in the Globlal south given some form of priority in the evaluation of both technical and financial proposals? If so, how is this done? | Bidders from the Global South are encouraged to participate with the emphasis on ensuring an equitable selection process. |
| 40 | During the Pre-Bid Conference yesterday, it was mentioned that if an organisation is applying for multiple service areas, while sending in the technical proposals - they need to be each emailed separately with subject lines mentioned as Technical Offer 1 of 10, Technical Offer 2 of 10 etc. in the subject of the email.    However, in the chat box, one of the officials of the UNICEF team mentioned that we could send one email which reads as Technical Proposal (along with the given nomenclature in the RFPS document), which can then have the different files of each service area proposal that we are applying for. Please clarify regarding the same. | Answer: It depends how have you organized your documents and file size (of attachments) per email. The limit per email for the attachments is **10MB**. If your proposal and attachment email size is less than **10 MB** you can send **ONE email with technical and another ONE email with financial proposal.**  If the email attachment files size is more than **10MB** it is recommended to keep separate emails for technical proposal (should have a number such as 1 of 4, 2 of 4 etc.). similar method can be applied to financial proposals.  Please remember to prepare appropriate subject for email informing what is being sent, technical or financial proposal. |

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| **Question Group** | | **Joint Venture, Consortium or Association** |
| RFP clause and references  PART II – PROPOSAL SUBMISSION PROCESS  **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 Purchase Order, the designated lead entity will enter into the Purchase Order 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 Purchase Order to the joint venture, in the name of its designated lead entity. The lead entity will sign the Purchase Order for and on behalf of all other member entities.  7.1 Proposers shall not submit more than one Proposal as part of this solicitation 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  PART IV – REQUIREMENTS  2.2 **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 Solicitation Document, 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 Solicitation Document, 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 activities defined in this Solicitation Document. Previous contracts or Purchase Orders 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. | | |
| **Questions** | | **Answers** |
| 41 | Some service areas require experience with design, implementation and assessment - does this mean the agency /team needs to have experience actually implementing in the public service, or can it have experience providing technical assistance for implementation (i.e. as a consultancy we do not implement programs, but we could partner with an INGO who does if necessary. | This will depend on the specific country needs, but experience providing technical assistance for implementation is often what is needed, but if the institutions does have these partnerships in place, please do indicate this in your proposal. Furthermore, partnering with a legal entity shall form a joint venture or partnership or consortium as applicable legally in country where you operate.  Please use RFP guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2 |
| 42 | If we choose to form a consortium with more companies around the world, what documents do we have that prove the formation of this consortium? (for example, do we have to submit a consent form to form a consortium, etc?) | Please use above guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2 |
| 43 | If you are approached to bid in a consortium, is it still acceptable that your firm submit an independent bid outside the consortium? | Only one bid should be submitted. Please use above guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2 |
| 44 | Can we add partners per service area, or would they need to be part of a consoritum for our overall proposal? | It is a decision from proposer to choose making a consortium for overall proposal or make proposal individually where proposer have strength in areas of services selected or best for them. If you add legal entity to provide proposal against this RFP, this can be done using joint venture or consortium. Only one proposal should be made. Please use above guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2 |
| 45 | As we submit separate bids for each service area, can we have separate consortia/ partner groups for each service area or does it have to be one overarching consortium? | As explained above you can decide to have one overarching consortium where only lead agency should submit proposal. All those who joined consortium should not submit proposal. Please use above guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2 |
| 46 | Kindly clarify if an organization can submit a proposal in different service areas with different organizations as consortium.  Example:  Company A submits a proposal with different organizations (**consortium**) - Company B for the service area of Child Poverty Measurement & Analysis.  Then submits another proposal with different organizations (**consortium**) - Company C for the service area of Child Poverty Programming.  Is this acceptable? | Please see above answer. Only one proposal should be made through LEAD agency. The lead agency is responsible for proposal. Please use RFP guidelines (part-II) 4.2, 7.1 and 7.2 and (part-IV) 2.2. |