



ANNEX C  
STATEMENT OF WORK AND TERMS OF REFERENCE

To Establish a Global Long-Term Arrangement for Services  
(LTAS) for the Provision of High-Quality Technical Expertise to  
UNICEF in the Area of Child Poverty and Social Protection

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## STATEMENT OF WORK AND TERMS OF REFERENCE (TOR)

### To Establish a Global Long-Term Arrangement for Services (LTAS) for the Provision of High-Quality Technical Expertise to UNICEF in the area of Social Protection and Child Poverty

#### I. Introduction

UNICEF is active in more than 190 countries and territories through country programmes and National Committees. UNICEF works with governments, civil society organizations, and other organizations around the world to advance children's rights guided by the Convention on the Rights of the Child. UNICEF's mission is to advocate for the protection of child rights, to help meet their basic needs and to expand their opportunities to reach their full potential. The [2018-2021 Strategic plan](#) highlights UNICEF's contribution to five goals: (1. Every child survives and thrives; 2. Every child learns; 3. Every child is protected from violence and exploitation; 4. Every child lives in a safe and clean environment; and 5. Every child has an equitable chance in life). The 2022-2025 Strategic Plan ([due to be finalized](#)) will include a greater emphasis on social protection and child poverty, aligned with the SDGs to (i) increase commitment to eliminating child poverty, as part of national poverty, socio-economic and sectoral strategies and policies, and (ii) to expand coverage and strengthened inclusive social protection systems.

A core programme strategy to achieve these goals is through UNICEF's work on Child Poverty and Social Protection . This collective body of programmatic and other activities at country, regional and global levels, often in partnership with others, support countries to effectively address child poverty using national social protection response. UNICEF rolled out a series of guidance including [UNICEF's Global Social Protection Framework](#), [UNICEF's Strengthening Shock Responsive Social Protection Systems](#) and UNICEF/Global Coalition's [A World Free from Child Poverty: A guide to the tasks to achieve the vision](#), as well as [UNICEF's Core Commitments for Children in Humanitarian Action](#), to further enhance the effectiveness and impacts of its CPSP work and promote collaborate efforts both within UNICEF and with external partners.

Responding to country office demand of qualified and suitable external institutions to assist in the implementation of Child Poverty and Social Protection related programmatic activities, the Social Policy and Social Protection Programme Team, , Programme Division (PD) is establishing a global LTAS. The purpose of the LTAS is to facilitate the contracting by UNICEF offices of pre-qualified institutions at pre-agreed broad terms to assist in the implementation of their Child Poverty and Social Protection activities.

This LTAS is underpinned by the above frameworks and guidance documents and additionally has three design features: 1) arrangements with multiple institutions that can bring expertise best suited for one or multiple areas of CPSP core actions (described below); 2) arrangements with multiple institutions of different sizes of operation and price ranges to best respond to the different ranges of office needs and country contexts; and 3) encouragement of consortiums that include institutions from developing countries to strengthen local institutional capacity for engaging in child poverty and social protection.

## II. Background Information

UNICEF has long recognized that the decisions governments make about how to fund social policies and programmes are critical to giving children an equitable chance in life. If allocations are insufficient, concentrated on better-off groups, or used poorly, all children, and especially the most vulnerable, risk losing access to services and programmes that enable them to survive and thrive, learn, be free from violence and exploitation, live in safe and clean environment and have an equitable chance in life.

The heightened focus of UNICEF offices on management of results for children has further revealed that many of the obstacles to improving child outcomes can be directly traced to child poverty and lack of protective measures. For example, children out of school or not being able to access health care services or psychosocial support and children living in poor households is often a result of a lack of appropriate mechanisms to address multidimensional and monetary child poverty. While poverty is understood in monetary and multidimensional ways, vulnerability to poverty is more complex and is driven by social characteristics such as age, gender, race, political affiliation and religious beliefs. Families and children who are socially excluded and also face monetary and multidimensional poverty are the ones who are most deprived.

UNICEF's work on child poverty and social protection tackles these challenges families and children face to achieve strategic results across all areas of programming. Nearly all country offices engage in some aspects of child poverty and social protection and have yielded concrete results.<sup>1</sup> The last years have seen a significant increase in demand for UNICEF support, and this LTA will allow UNICEF to enhance its technical capacity in key areas, deepening critical work in child poverty and social protection and explore new opportunities. Furthermore, UNICEF's work in this area often builds on and complements that of our development partners such as World Bank, EU, BMZ, Irish Aid, Norway, FCDO and other donors, as well as the UN Family including WFP, ILO and UNDP to strengthen Government led social protection systems to deliver for families and their children.

The 2030 agenda provides added impetus to UNICEF's efforts which clearly acknowledge child poverty (SDG 1) in all its forms as one of the key goals and social protection for those who need it. Social protection also contributes to other SDGs such as SDG 2, 3, 4, 5, 6, 8 and 16. The prominence of child poverty and social protection for all in SDGs has provided the needed impetus to increased attention and commitment to achieve results which is evident from the fact that the first call for SDG Fund was on social protection, and UNICEF is the leading agency in implementing the joint programmes in a number of countries. This has further enhanced the demand for support from country offices on child poverty and social protection.

UNICEF's Global Social Protection Programme Framework<sup>2</sup> calls for a systems approach to social protection, taking into account risks along the life course approach for children and their families, and building on essential elements of a system that includes evidence, inclusive policies and programmes, administrative systems and shock responsiveness of the social protection system.

While significant progress was made in addressing child poverty leading up to 2020, the compounding impacts of the socio-economic consequences of COVID-19, conflict and climate change had devastating impacts on children living in poverty. UNICEF's focus on building inclusive and resilient

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<sup>1</sup> UNICEF 2019 [Goal Area 5 Annual Results Report Annual Results Report - Social Inclusion](#) pages 19-29 and 40 to 56

<sup>2</sup> <https://www.unicef.org/reports/global-social-protection-programme-framework-2019>

shock responsive social protection systems prior to when the pandemic hit, provided an opportunity for the organization to swiftly and effectively respond in supporting the social protection response across the globe, and the organisation is prioritising sustaining this level of support to governments.

### III. Objective, Purpose and Expected Results

The objective of this TOR is to specify the nature, scope of activities and essential qualifications for contractors solicited and provided under this LTA. This TOR outlines the menu of services to be covered under the terms of the LTA. The purpose of establishing LTAs to cover the areas described in this TOR is to facilitate UNICEF offices, at country, regional and global levels, to enter into contractual arrangements with prequalified institutions to assist in the implementation of specific activities.

The expected result from this solicitation process is to establish non-exclusive and open LTAS with pre-qualified institutions at pre-agreed broad terms to provide a menu of services in the area of CPSP to Country, Regional and UNICEF headquarters offices. More specifically, UNICEF aims to enter into an LTAS with multiple qualified institutions per service area (please see next section for an explanation of the service areas).

The selection of the institutions will be completed through a selection process following a combined evaluation of the technical and financial proposals (see [Section XI](#)). The support facilitated through the resultant LTAS is expected to enable UNICEF and its partners to provide timely, cost effective and high quality related support to national governments with lasting positive impact on the most vulnerable families and children.

### IV. Description of Services

The TOR covers twelve (12) main service categories that can be contracted through the identified LTA. These service areas, detailed below, are drawn from UNICEF's strategic plan and UNICEF's Global Social Protection Framework, UNICEF's Guidance Note on Shock Responsive SP and the Global Coalition to End Child Poverty SDG Guide to End Child Poverty.

[Table 1](#) describes the twelve service areas, along with the key activities to be covered in each area. UNICEF's Global Social Protection Framework provides details on the tools commonly used and activities undertaken by UNICEF offices under each action area.

Table 1 sets out the broader nature and scope of work by service areas. It aims to familiarize service providers with the types of actions that are expected to be performed under this LTA. It also aims to facilitate the preparation of proposals by interested service providers as bids can be submitted directly responding to the requirements of one or more service areas.

The expected outcome of this process is to have readily available, qualified and vetted institutions that can support the work of UNICEF in Child Poverty and Social Protection. The specific deliverables for Contracts for Services prepared under this LTA will be outlined in separate TORs, issued by requesting UNICEF offices.

Contracts for Services raised by UNICEF global, regional and country offices under this LTA will reference the service areas, personal profiles and pre-negotiated rates, as well as any calculation

methodologies contained in this LTAS. Furthermore, the Contracts for Services will define concrete deliverables, outputs and timeframes against which payments will be made.

Table 1. Descriptions of service areas and key activities covered

Service Area		Key activities covered
<b>CHILD POVERTY</b>		
1	<b>Child poverty pathways: policies and strategies</b>	<ul style="list-style-type: none"> <li>▪ Formulating strategies and policies, action plans in consultation with national/local stakeholders to raise the profile of child poverty in national priorities including national development plans.</li> <li>▪ Policy advocacy for equity in development opportunities and addressing child poverty</li> </ul>
2	<b>Child Poverty measurement and analysis</b>	<ul style="list-style-type: none"> <li>▪ Monetary/multidimensional child poverty measurement and research (research design, primary data collection, such as high frequency surveys, to supplement national data sources, research implementation, trend analysis, data visualizations/dashboards)</li> <li>▪ Microsimulations, vulnerability assessments, socio-economic analysis, poverty impact estimation</li> <li>▪ Child poverty drivers, child poverty profiles (e.g. 'new poor', most vulnerable communities, etc.), determinants, costing of inaction and training of stakeholders</li> </ul>
3	<b>Child Poverty programming</b>	<ul style="list-style-type: none"> <li>▪ Develop programme options to address and reduce child poverty: support to integrate options into poverty reduction and sectoral plans and conducting costing across multiple sectors at the subnational and national level</li> <li>▪ Building evidence on child poverty into the public financial management process</li> </ul>
<b>SOCIAL PROTECTION</b>		
4	<b>A Foundation of Evidence</b>	<ul style="list-style-type: none"> <li>▪ Child poverty measurement/analysis to inform social protection programmes, risks and Vulnerability assessments</li> <li>▪ Social Protection system assessments</li> <li>▪ Evaluations: formative, mid-term, impact evaluation, evaluability assessments, process and operational evaluations, social protection assessments (using Core diagnostic Instruments (CODI) and other tools)</li> </ul>
5	<b>Policy, Legislation and Coordination: system mapping</b>	<ul style="list-style-type: none"> <li>▪ Supporting drafting, review and mapping of social protection strategies, roadmaps, policy frameworks and promoting policy dialogue</li> <li>▪ Supporting drafting and implementation of social protection legislation, including laws related to data protection/digitalization</li> <li>▪ Coordination, assessing and developing national capacities, supporting national multisector dialogue facilitation</li> </ul>
6	<b>Financing Social Protection Systems</b>	<ul style="list-style-type: none"> <li>▪ Data and evidence generation: <ul style="list-style-type: none"> <li>- Fiscal space analysis for social protection programmes and strategies, including identification of possible funding sources for social protection interventions.</li> <li>- Fiscal space analysis of the horizontal and vertical scaling-up of social protection programs in response to the various recurring shocks</li> <li>- Costing of simulated of social protection programmes and strategies using existing survey data and/or estimates</li> <li>- Costing of (new/adjusted) social protection programmes and strategies and investment plans</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>- Microsimulation of costs linked to alternative scenarios introducing one or more new social protection interventions and/or scaling up existing benefits, so as to assess targeting accuracy, benefit adequacy, (poverty) impacts</li> <li>▪ Budget process engagement influencing planning, allocation decisions, increasing financial flows to service delivery and spending performance</li> <li>▪ Community engagement in national/local budgeting processes empowering children, adolescents, communities and civil society</li> <li>▪ Domestic resource mobilization to finance social protection systems (resource allocation adjustments)</li> </ul>
<b>7</b>	<b>Integrated Programme areas</b>	<ul style="list-style-type: none"> <li>▪ Capacity Development: Development of an Operational Manual (OM) and related training materials and/or support with training of the trainers.</li> <li>▪ Design of cash/cash-plus programmes: inclusion/targeting, transfer size, frequency and links to other programmes</li> <li>▪ Implementation of cash/cash-plus programmes: identification, digital and innovative payment systems, monitoring and evaluation, grievance and redress mechanisms, communications and connecting cash transfers to information, knowledge and services (such as fee waivers, health insurance, cash and school feeding, among others)</li> <li>▪ Health insurance: support to improve and expand health insurance towards universal health coverage</li> <li>▪ Family care policies, childcare and employability of adolescents: supporting the expansion of family-friendly policies, including adequate and paid parental leave, fee waivers or subsidized childcare services, including in the informal sector</li> <li>▪ Social welfare workforce strengthening, family outreach interventions, case management and capacity building</li> </ul>
<b>8</b>	<b>Administration and Integrated Service Delivery</b>	<ul style="list-style-type: none"> <li>▪ Operational support for implementing integrated administrative systems, improved coordination and service delivery</li> <li>▪ Integrated data administration systems: programme beneficiary MIS, integrated MIS, national single registries, national social registries, system interoperability, data protection and management, Computer Assisted Personal Interview (CAPI) technology – national and sub-national level</li> <li>▪ Build technical capacity and develop grievance and redress mechanisms - national and sub-national level.</li> </ul>
<b>9</b>	<b>Inclusive social protection</b>	<ul style="list-style-type: none"> <li>▪ Design of inclusive social protection systems: assess programmes to ensure vulnerable communities with particular characteristics and identities, including gender, disability status, migration/displacement (children on the move), ethnicity, HIV status, and geographic location, have access and that systems respond to their needs.</li> <li>▪ Gender responsive and transformative social protection programmes and systems : addressing gendered life course risks, access to services and social and economic empowerment (including all areas outlined under service area 5 and with a shock-responsive lens)</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Disability-sensitive social protection: designing specific interventions and disability sensitive programmes and systems (including all areas outlined under service area 5 and with a shock-responsive lens)</li> </ul>
10	<b>Shock-responsive social protection systems in humanitarian, fragile and risk prone contexts</b>	<p><i>Shock-responsive social protection systems:</i></p> <ul style="list-style-type: none"> <li>▪ Evidence and analysis of poverty and vulnerability, assessment of readiness of systems to respond to crises and evaluations of systems</li> <li>▪ Review, mapping and development of policy, strategy, legislation, coordination and financing mechanisms (intra-government: horizontal/vertical) and humanitarian coordination processes particularly for cash transfers</li> <li>▪ Analysis of and strengthening fiscal space, assessment of donor landscape, contingency funding mechanisms, budget execution, and risk informed financing mechanisms</li> <li>▪ Programmes and design features: targeting, verification, registration (in times of crisis), data protection, transfer values, frequency, timing, cash plus, inclusive systems, M&amp;E strategy</li> <li>▪ Administration and delivery systems (information systems using new technologies, payment mechanism, grievance redress and other accountability mechanisms)</li> <li>▪ Knowledge management and capacity building of staff and stakeholders on shock responsive social protection, including documentation of good practice, development of tools, operational manuals and guidance documents as appropriate</li> </ul>
11	<b>Humanitarian cash transfers and links to social protection systems</b>	<ul style="list-style-type: none"> <li>▪ Conducting assessments (Post Disaster Needs Assessments, system assessments for humanitarian response)</li> <li>▪ Design, implementation and capacity building on humanitarian cash transfers to achieve multi-sectoral outcomes with linkages to existing social protection systems</li> <li>▪ Reviews: accountability to affected populations, monitoring multi-sectoral impacts on children, lessons learned, exit strategies and resilience building</li> </ul>
12	<b>Advocacy and knowledge management</b>	<ul style="list-style-type: none"> <li>▪ Evidence-based advocacy and innovative knowledge-sharing events, including south-south conferences <ul style="list-style-type: none"> <li>- Compilation and dissemination of best practices and lessons learned.</li> <li>- Development and set-up of knowledge-sharing solutions, such as online platforms, blogs, etc.</li> </ul> </li> <li>▪ Campaign development linked to social protection interventions</li> </ul>

**NB. Proposers are reminded to self-declare competence and experience (including language skills/geographic areas of expertise) performing the listed activities applicable to the service area(s) they are applying to.**

Explaining how a proposed team's skillsets and the institution's infrastructure could best address the desired services and results given the variety of settings in which UNICEF works is encouraged. Please indicate 1) the specific service areas, and 2) geographic region of expertise in the submitted proposal.

**Proposers that plan bid as a consortium must pay special attention to the below information:**

***Consortium Bids***

It is understood that some organizations may prefer to bid as a group for this LTA. Combinations of expertise, language, and regional knowledge can lead to a stronger bid. This is also a mechanism by which institutions that are less experienced in dealing with UNICEF can partner with those used to UN system procurement rules and oversight/quality expectations.

Consortia may apply as a unit for this LTA. As consortia bring particular risks, UNICEF has rules and expectations for engaging with them. Some of the areas covered under these considerations include:

1. A single point of contact within the consortium for contract management
2. Visible engagement of all partners within the bids: the particular strengths of each must be cited and—if they have collaborated as partners in the past--proof may be required that each partner actually participated in the work secured under the LTA.

## V. UNICEF Responsibilities

### a. LTA Management & Usage

UNICEF HQ will prepare global communications for UNICEF regional and country offices on the outcome of this RFPS, promote the signed LTA across all regional offices, and establish an internal web-based platform to collect information from the field and track the uses as well as the outcomes of the LTA. The Regional Offices with the help of Supply Division, will be the custodians of the LTA management, with support and oversight from HQ. UNICEF Regional Offices will be engaged and will lead the implementation process, vetting, managing and execution of the LTAs.

### b. Contracting Under the LTAS

**UNICEF does not guarantee that it will place a request for services for any amount and will not be bound by the resulting LTAS to contract any minimum amount of services.** As UNICEF is a decentralised organisation, the LTAs are designed to allow for field offices to raise Contracts for Services directly and locally on the basis of pre-defined TORs and associated rates. For this reason, the direct supervision of the Contracts for Services issued under the resultant LTA is the responsibility of the hiring office, with oversight from regional offices and additional technical support provided by relevant Regional Offices, and, if requested, by UNICEF Headquarters.

In order to procure the services of LTA holders, UNICEF contracting offices will prepare Terms of Reference in line with the service categories, to invite one or more LTA holders within the same service category to propose actions and budgets. UNICEF contracting offices will ensure that the process and negotiations comply with internal procedures and requirements, and that prices are competitive.

The resultant LTA will be open to the use of UNICEF HQ, Regional, Country and Field Offices, as well as other UN Systems organizations (contracting bodies).

## VI. Reporting Requirements

The reporting requirements will depend on the nature and the scope of the project as outlined in the separate TORs established by the requesting UNICEF offices, in addition to fulfilling the reporting requirements on the usage of the LTA.

## VII. Duration & Location

UNICEF wishes to establish non-exclusive Long-Term Arrangements (LTAs) with reputable institutions with proven credentials for an initial term of three (3) years with the possibility of two (2) one-year (+1) extensions, at the sole discretion of UNICEF, subject to continued need of the services, satisfactory performance during the initial LTA's term, as well as a market review conducted by UNICEF HQ, to ensure pricing remains competitive and provides continuing value to UNICEF

This LTAS is global in nature in the sense that it will provide regional coverage of the services listed in this TOR. Nonetheless the resultant LTAs will be managed by the Regional offices, under the direct supervision of the Regional Advisers with support from HQ as needed. The specific location for the delivery of services for a Contract for Services issued against the LTA is thus determined by the contracting offices. Typically, the contractor is expected to provide home-based and/or in-country support, depending on the nature of the task and the specificities outlined in the TOR of contracting offices. The service provider may also be expected to attend relevant meetings and workshops at the country level, including stakeholder consultations, inception and validation meetings, where applicable.

## VIII. Regional Expertise

Proposers are asked to indicate the geographic region(s) for which their bid is made. Proposers should select those regions and countries where they have in-depth organizational experience and have staff or consultants with similar in-depth expertise. The regional boundaries are those around which UNICEF regions are organized.

Proposers can find the list of countries and regions at the following link:

<https://www.unicef.org/where-we-work>

*Table 2. UNICEF Regions*

<b>Regions for which expertise should be indicated</b>
Latin America and the Caribbean (LACRO)
Europe and Central Asia (ECARO)
West and Central Africa (WCARO)
Eastern and Southern Africa (ESARO)
The Middle East and North Africa (MENARO)
South Asia (ROSA)

East Asia and the Pacific (EAPRO)
HQ Locations (HQ)
Other

### IX. *Language Expertise*

Language expertise is sought for two main reasons. The deliverables must be presented in one of the seven official languages of the United Nations. At the working level, there may be a need to work in one or more national languages, even if the report will be written in a different language [e.g. a report to be written in English from work in a Francophone country].

Bidders are asked to indicate the languages in which they can provide a fully operational team for field work as well as in which they can write the report. They must be able to service both needs before claiming the UN language expertise. Competence in non-UN languages can be based on the ability to conduct field work alone, with the ability to write a report in the language an advantage but not a requirement.

*Table 3. Language Expertise*

<b>Language Expertise</b>
<b>Official United Nations Languages: must be able to conduct field work and write reports in these languages to claim expertise</b>
Arabic
Chinese
English
French
Russian
Spanish
Portuguese

### X. *Qualification Requirements*

#### a. *General Institutional Qualifications Required for all Service Areas*

The following requirements are applicable for all offering institutions and are relevant for all service areas.

- Demonstrated institutional experience and expertise in economics, finance, social science, business administration and/or related field; (for specific academic qualifications and experience of the proposed experts, please see Table 3)
- Proven track record on successful delivery of high-level expert advice, technical support and capacity development to governments (all branches and levels) and Civil Society Organizations (CSOs) on child poverty- multi-dimensional and monetary- and social protection and/or broader poverty measurement and reduction issues; specific experience in child-related social sectors – such as education, child protection, health and nutrition, WASH - will be considered an asset; evaluation and impact evaluation will also be considered an asset;
- A regional diversity of proposed team and institutional partners will be ideal, for the selection of the LTAs specific to each region and contexts. In this regard institutes that have regional presence and local partners is a priority and would be encouraged to apply.

- Fluency in the language(s) required for the service delivery as indicated by offering institution in [Appendix I](#). Knowledge and ability to provide services in other languages will be considered an asset.
- Demonstrated capacity to work outside of own geographical area considered an asset, including through consortiums (for specific requirements please see: *PART II –Purpose of this Request for Proposals for Services; Section 4, Paragraph 4.2*)
- Previous work with the UN including UNICEF is desirable although not mandatory;
- Ability to deploy expertise in the required area in a timely manner (typically within 30 days of signing of the contract in non-emergency settings, and within 10 days in emergency settings), and in a variety of regions, countries and contexts, including emergencies;
- Adherence to UN’s values and ethical standards, understanding of UNICEF’s mission and objective, sensitivity and adaptability to diverse cultural, gender, religious, national and age-wise contexts; and
- Good analytical, negotiating, and advocacy skills; strong reporting, presentation and writing skills; ability to work in a team, develop synergies and establish effective working relations with government counterparts, donors, CSOs and other development partners; openness to change and ability to receive/integrate feedback; ability to accommodate additional demands on short notice; ability to manage heavy workloads and solve complex problems with minimum supervision.
- Training and capacity building should be part of the LTA service, therefore expect a training and knowledge development plan as part of the LTA service.
- The knowledge produced will be the sole responsibility of UNICEF

#### b. Specific Qualifications and Expertise Applicable to Each of the Service Areas

In addition to the general qualifications in [Section X, Subpoint a](#), proposers are required to demonstrate evidence of experience (operational and analytical) and qualifications specific to the areas for which they are applying. Table 2 below describes what these are.

*Table 4. Specific qualifications and expertise by service area*

Service Area		Expertise
1	<b>Child poverty pathways: policies and strategies</b>	Demonstrated capacity in formulating strategies and policies, action plans and high-level policy advocacy on addressing child poverty and disparities.
2	<b>Child Poverty measurement and analysis</b>	Demonstrated capacity in conducting research on monetary/multidimensional child poverty, quantitative and qualitative analysis, microsimulations, vulnerability assessments, socio-economic analysis, child poverty drivers, determinants, costing of inaction and training of stakeholders
3	<b>Child Poverty programming</b>	Demonstrated capacity in developing programmatic solutions to address child poverty and disparities, programming across multiple sectors and building evidence on child poverty into the public financial management process
4	<b>Social Protection: Evidence and Research</b>	Demonstrated capacity in conducting analysis of child poverty, risks and vulnerability assessments, quantitative and qualitative research, implementation of system components, evaluation and impact evaluations from a broad array of

		method and approaches (design and field work) and social protection systems assessments across sectors.
5	<b>Policy, Legislation and Coordination: system mapping</b>	Demonstrated capacity in developing social protection laws, policies and strategies including monitoring framework and evaluation strategies/frameworks as well as effective coordination.
6	<b>Financing Social Protection Systems</b>	Demonstrated capacity in conducting fiscal space analysis, social expenditure reviews, resource allocation adjustments, costing and value for money analysis and building an investment case.
7	<b>Integrated Programming</b>	Demonstrated capacity in designing integrated cash transfer programmes including design elements for cash plus across sectors, developing linkages and implementing social insurance (non-contributory health insurance), capacity in childcare and adolescent employability programmes, and capacity building in improving efficiency of the social workforce.
8	<b>Administration and integrated service delivery</b>	Demonstrated capacity in developing management information systems, payment mechanisms, building technical capacity and developing grievance and redress mechanisms at the national and sub-national level.
9	<b>Inclusive Social Protection</b>	Demonstrated capacity in design, implementation and assessments of inclusive social protection systems, including specific capacity in ensuring improved outcomes linked to gender, disability and children on the move, of social protection programmes.
10	<b>Shock-responsive social protection systems in humanitarian, fragile and risk prone contexts</b>	Demonstrated capacity in conducting analysis of risks and vulnerability assessments, research, design and implementation of shock-responsive system components, humanitarian cash transfers, impact evaluations (design and field work) and social protection system assessments.
11	<b>Humanitarian cash transfers and links to social protection systems</b>	Demonstrated capacity in designing and implementing humanitarian cash transfer programmes and strengthened linkages with the social protection system
12	<b>Advocacy and knowledge management</b>	Demonstrated capacity in evidence-based advocacy and innovative knowledge-sharing initiatives

Evidence that demonstrates the experience and expertise should be submitted in the technical proposal, including (but not limited to): relevant publications, research products, references, work samples etc. The requirements are linked to specific evaluation criteria, with points assigned for each of them. Please see [Appendix II](#) (Technical proposal evaluation criteria) and provide the information accordingly.

### c. General Qualifications for Proposed Experts

While it is anticipated that the specific composition of the teams will vary depending on the nature, complexity and scale of the tasks described in the specific TORs, proposers are requested to include CVs of experts to work in teams to deliver services within each service area.

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.

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.

*Table 5. Specific qualifications and expertise for individual team members*

Title	Education	Professional Experience
<b>Key Experts</b>		
Team Leader <sup>3</sup>	Advanced University Degree (minimum Masters level) from a reputable institution in finance, economics, business administration or related field.	<ul style="list-style-type: none"> <li>✓ At least 15 years of professional experience in child poverty/social protection (consultancy, research, teaching/training,), including direct program implementation in the public sector; and policy analysis and development</li> <li>✓ Demonstrated international experience in leading multidisciplinary and multinational teams</li> <li>✓ Demonstrated experience in high level advocacy and establishing rapport with governments, policymakers, NGOs, Civil Society and other stakeholders</li> <li>✓ <b>Demonstrated experience linked to the service area for which team member is proposed.</b></li> </ul>
Policy area Specialist (Deputy team leader)	Advanced University degree in economics, finance, international development or related	<ul style="list-style-type: none"> <li>✓ At least 10 years of professional experience in the area of CPSP (consultancy, operations, teaching/training) policy analysis/development</li> <li>✓ Demonstrated international experience in leading multidisciplinary and multinational teams</li> <li>✓ Demonstrated experience in high level advocacy, policy dialogue and establishing rapport with governments, policymakers, civil society and other stakeholders</li> <li>✓ <b>Demonstrated experience linked to the service area for which team member is proposed</b></li> </ul>
<b>Supporting Experts</b>		
Principal Researcher	University Degree in social sciences	<ul style="list-style-type: none"> <li>✓ At least 7 years of professional experience in CPSP</li> <li>✓ Knowledge and expertise in quantitative and qualitative research methods</li> <li>✓ Demonstrated knowledge and expertise in data analysis, including the use of statistical software (STATA, SPSS etc.)</li> <li>✓ Experience in survey design/implementation, field work, analysis, monitoring and evaluation design</li> </ul>
Project Consultants	University Degree in social sciences	<ul style="list-style-type: none"> <li>✓ At least 3-7 years of professional experience in CPSP</li> <li>✓ Knowledge and expertise in quantitative and qualitative research methods</li> <li>✓ Demonstrated knowledge and expertise in data analysis, including the use of statistical software (STATA, SPSS etc.)</li> <li>✓ Experience in survey design/implementation, field work, analysis, monitoring and evaluation design</li> </ul>

<sup>3</sup> Please refer to the specific requirements for team leaders for each Action Area. The professional/academic experience for team leaders in this table reflects the common requirements across all categories.

Project assistant	University Degree (or an Associate Degree with a 5-years work experience)	<ul style="list-style-type: none"> <li>✓ A minimum of 2 years work experience in project management (for candidates with a Bachelor's degree)</li> <li>✓ Demonstrated knowledge and experience in results-based management, planning and coordination, teamwork</li> <li>✓ Strong communication skills and orientation to detail</li> </ul>
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## XI. Evaluation Process and Adjudication of Awards

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). The comparison of scores of the different applying institutions will be done within each service area. **UNICEF aims to enter into a long-term arrangement for services with multiple qualified institutions per service area that will be selected following a validation process after the combined technical and financial evaluation.**

At a minimum, all proposals should contain the following documents **signed and submitted electronically** per the instructions of the RFPS documents and Terms and Conditions for the Submission of Proposals.

1. Answer Sheet (Complete instructions in Appendix I)
2. Technical Proposal (Complete instructions in Appendix II)
3. Financial Proposal (Complete instructions in Appendix III)
4. Detailed CVs of proposed key experts (Complete instructions in Appendix IV)

Proposals will be reviewed following a four-step process:

1. An initial administrative check for completeness and compliance
2. Technical evaluation (Desk Review- General Criteria (50 points)
3. Technical evaluation for Service Categories (30 points)
3. Financial evaluation (20 points)

### a. Administrative Check

Proposals will first be reviewed for their completeness in terms of the information requested in the TOR and their compliance with the mandatory requirements. Only proposals that successfully pass the administrative check will be subject to technical evaluation.

### b. Technical Evaluation (Total Possible Points: 80)

The evaluation of proposal will be completed in two stages. The first stage is the Desk Review of General Criteria which will hold a total possible weight of 50 points. Only proposals that obtain a minimum of 30 points in the first stage will pass on to the evaluation of the proposals for the specific service area(s) for which the offer is made.

The second stage is the Service Area Review. A minimum of 20 out of 30 points must be obtained at this stage in order for proposals to pass on to the opening and review of the financial proposal. **The total possible score that can be obtained between the Desk Review and Service Area Review is 80 Points.**

Please refer to Appendix II for the instructions on how to structure the technical proposal and a complete list of the general evaluation criteria and the evaluation per service area.

### c. Financial Evaluation (20 points)

**Proposers must use Annex D- Financial Proposal Template, attached to the RFPS, to prepare and submit their financial proposals.**

The financial evaluation of all technically compliant proposals will be conducted by calculating the simple average of the sum of the daily rates (average daily rate) of the proposed service delivery team. The proposals will be ranked from the lowest to the highest based on this average daily rate.

The financial proposals should be prepared in US Dollars (USD) only. The proposals will be evaluated only for those offers that meet the minimum passing score in the technical evaluation. The financial proposals will be graded on a scale of 0-20. The highest number of points will be awarded to the proposal with the lowest financial value. Other financial proposals will be scored on a relative scale, with points determined based on the percentage of difference with the lowest score.

The total score for the financial offer ( $TS_{FO}$ ) will be calculated in the following manner (rounded to one decimal):

$$TS_{FO} = \frac{\text{Lowest offer}}{\text{Actual Offer}} \times 20$$

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.

### d. Basis of Awards

UNICEF will make multiple Long Term Arrangement (LTA) awards to bidder(s) who submitted proposals.

The awards will be made starting from the highest-scoring proposal to lowest scoring proposals as a result of the combined technical and financial evaluation.

The overall number of awards, including specific and number of awards per service category or per region may vary from one region to another depending on several criteria, including the needs of each region, regional presence/focus of the bidders, ensuring adequate coverage for the various factors described in III a) to e) above, prices offered per service area and what provided the best value for money, and is in the best interests of UNICEF.

#### 1. Administrative Issues

Prior to submitting their offer, institutions are strongly encouraged to:

- 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/index\\_procurement\\_policies.html](http://www.unicef.org/supply/index_procurement_policies.html);
- Review the UNICEF policies publicly available on the UNICEF Supply website: [http://www.unicef.org/supply/index\\_procurement\\_policies.html](http://www.unicef.org/supply/index_procurement_policies.html)

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*.

#### X. Project Management

Contracting matters for the resultant LTAS (notices, amendments, extensions, usage, overall performance under the LTAS) are managed by the Supply Division at UNICEF with the collaboration and help from the Regional Offices. Performance and supervision under a Contract for Services issued against the resultant LTAS will be done by the requesting offices, with support from UNICEF Regional Offices and UNICEF Headquarters.

#### XI. Payment Schedule

The payment schedule for assignments prepared under this LTAS will be defined in the Terms of Reference for the specific service requested. In line with good standards and practices payment will be provided upon successful submission and formal approval of the deliverables by the supervising officer/entity.

UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, CSO or a government or other entity, specifies in the bid that there are special circumstances warranting an advance payment.

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# APPENDICES

## Appendix I- Institutional Profile Answer Sheet

<i>Long Term Arrangement for Provision of High-Quality Technical Expertise to UNICEF in the Area of Child Poverty and Social Protection for Children</i>													
<b>Name of Institution</b>													
<b>Principal Address and contacts</b>	Address:  Telephone:  E-mail:  Website:  Contact Person:										<b><i>If your institution has additional offices, please list them on a separate sheet in the offer.</i></b>		
<b>Are you applying in partnership/consortium with another institution?</b>	<input type="checkbox"/> YES		<input type="checkbox"/> NO		If "Yes", please provide name:								
<b>Service Areas for which offer is submitted (check all that apply)</b>	Service Areas												
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>	11 <input type="checkbox"/>	12 <input type="checkbox"/>	
<b>Languages in which service can be provides (check all that apply)</b>	<input type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish <input type="checkbox"/> Chinese <input type="checkbox"/> Arabic <input type="checkbox"/> Russian			<b>Regions for which offer is submitted (check all that apply)</b>					<input type="checkbox"/> LACRO <input type="checkbox"/> EAPRO <input type="checkbox"/> ECARO <input type="checkbox"/> ESARO <input type="checkbox"/> WCARO <input type="checkbox"/> MENARO <input type="checkbox"/> ROSA <input type="checkbox"/> HQ <input type="checkbox"/> Other				
<b>Does your institution maintain a roster of experts?</b>	<input type="checkbox"/> Yes		<input type="checkbox"/> No		If yes, how many?			<input type="checkbox"/> < 20 <input type="checkbox"/> 20 – 50 <input type="checkbox"/> > 50					
<b>Does your institution have experience in working in emergency contexts</b>	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<b>Does your institution have the capacity to work in emergency contexts?</b>			<input type="checkbox"/> Yes <input type="checkbox"/> No					
<b>Name and title of authorizing officer</b>	Name:  Title:										Signature and Date:		

**\*\*Appendix I must be duly completed, signed and returned with the Technical Proposal.\*\***

## Appendix II- Structure of Technical Proposal & Technical Evaluation Criteria

### I. Structure of Technical Proposals

The technical proposal should address all aspects and criteria outlined in this LTA. Institutions are requested to identify with the service areas that they are qualified for and provide evidence of successful expertise/experience in each service area (there is no limit on the number of service areas each institution can apply for). The bidders are free to suggest/propose other solutions. UNICEF welcomes new ideas and innovative approaches.

The Proposal shall contain the mandatory information identified below. Proposals that fail to meet all the mandatory requirements, as listed below, will be rejected on the basis of failure to meet the requirements and follow the instructions of the solicitation.

The technical proposal should articulate very clearly the interest and capacities of proposing institutions to provide the type and scope of services expected under the service area for which the proposal is submitted.

The proposal should be concise, and the information provided should be sufficient for the evaluation team to be able to assess the capacity of the institution and the proposed team members to partner with UNICEF in one or more service areas. The proposal should also contain information about the experience and capacity of institutions to work in a variety of country/regional settings, and in a variety of contexts (including, where relevant, working in emergency or humanitarian settings).

**NB. No price information should be contained in the technical proposal.**

Proposers must prepare and organize their technical proposals in the following manner:

#### A. Part I of Proposal- General Information

The General Information must be submitted as a stand-alone PDF document clearly labelled "General Information". At a minimum (per the general technical evaluation criteria) proposers must include the following information in their proposals. This section of the proposal shall not exceed 3500 words, excluding the table of Contents, List of Abbreviations and annexes and any attachments.

**1. Title Page including the Name of Proposer and RFPS number**

**2. Table of Contents**

**3. List of Abbreviations**

**4. Introduction**

- State the interest and motivation to work with UNICEF in the area of CPSP in general, and specifically in the service area(s) for which the institution is applying.
- How do your organizational goals relate to the purpose and mission of UNICEF as it relates to protecting and realizing the rights of children everywhere?
- Which service areas as outlined in the Terms of Reference are you offering for?

**5. Institutional profile, Experience and Capacity**

- Please elaborate on your institutional experience in the area of CPSP.

- Emphasize those relevant institutional characteristics outlined in [Section X, Subpoint a](#)).
- The selected experiences should emphasize the focus, size and scope of past projects and their outcomes. They should consist of examples demonstrating management of multiple tasks, complex assignments at global, regional, country and sub-national levels. Ideally, the examples will also present evidence of adaptation or strategies and delivery of results across regions, multi-country contexts and languages.
- Describe the quality assurance process that are in place to guarantee the quality standards of your services.

## **6. Organizational Structure, Resources and Facilities**

- Please submit your organizational structure (chart/organigram).
- Indicate the number of staff and offices (country, subnational (field) offices etc. of your institution).
- Describe which section/part of your organization will be responsible for partnering with UNICEF under the terms of the LTAS.
- Define the steps to indicate how multiple, multi-country requests will be addressed should a situation arise where several UNICEF offices contact the proposer for services should be included. This text should provide enough information for UNICEF to judge whether the proposer has the skills and personnel profiles required to carry out the category of work and should include statement of capabilities and capacity.
- In case of proposals submitted as partnerships, proposals should clearly indicate the lead institution that will serve as the contracted entity.
- Describe and provide evidence of successful partnerships and collaboration on similar or related projects with other institutions.

## **7. Present/past projects and clients that demonstrate experience working with UN institutions, Governments, and Civil Societies.**

- Include information relevant to the focus size and outcomes of such projects.
- List examples demonstrating management of multiple tasks, complex assignments as all levels (global, regional, country and sub-national)
- Provide examples of adaptation of strategies and delivery of services across regions, multi-country contexts and languages.

## **8. Local Capacity Building and Regional Assessment**

- Provide evidence of ability to train local and UNICEF staff and partners from governments
- Declare ability to work with local and regional partners.
- List the Region where the primary address of business (HQ is located) and list any field offices.
- List all languages in which services can be delivered in accordance with the requirements of the TOR.

## **B. Part II of Proposal- Service Area Proposal(s)**

Each Service Area Proposal must be submitted as a stand-alone PDF document. Each PDF document must be clearly labelled and titled per the name of the Service Area (e.g. “*Service Area 1- Child Poverty: measurement, analysis, programmes and policies*”) The technical proposal for each service area should be no more than 3,000 words excluding appendices and at a minimum must include the following information in their proposals:

**1. Title Page including the Name of Proposer, RFPS number and relevant Service Area.**

**2. Table of Contents**

**3. Institutional Profile relevant to the Service Area for which the offer is made**

- Please elaborate on your institutional experience delivering the services for which the offer is made.
- List relevant experiences providing the services under the relevant service area.
- Provide links, short summary and a description of the services and products relevant to the service area which you would like to highlight in the offer.

**4. Methodology and Approach [Specific to the Service area for which you are submitting an offer]**

- Please summarize your understanding of the scope of activities proposed under the service area for which you are submitting an offer, and the proposed approaches and methods to achieve them.

**5. Key Personnel (role and short biography) [Specific for the service area for which you are submitting an offer]**

- Please provide information on the background and experience of key experts that will be responsible for the provision of services as outlined in the TOR.
- Indicate the specific role of the person, and the service area for which they will be expected to work on.

*(NB. Detailed CVs proposed expert is to be submitted in Appendix IV.)*

## II. Evaluation Criteria for Technical Proposal

### A. General Criteria

The grading of proposals will follow a two-stage process. The first step will be a desk review in which all proposals will be evaluated against the following General Criteria for All Categories. Only proposals that obtain a minimum of 30 points in this section will then pass on to the second stage, the technical evaluation of the specific service area(s) for which the bid was submitted.

#### *Evaluation criteria for technical proposal- All Categories*

<b>Desk Review: Evaluation Criteria for All Categories</b>	<b>Score</b>
<b>Technical Evaluation (Profile, Experience and Capacity) (minimum qualifying score = 30)</b>	<b>50</b>
Institutional experience and profile (years, demonstrated range and depth of experience delivering similar services) a) Please also provide a website for your organization, or the network managed by your organization b) Please include client references of previous work	15
Organizational structure, resources, facilities, mission and affiliations a) Organizational chart b) Number of field/country offices (if any), affiliates, or partners to support multi-country requests simultaneously c) Resources (Financial, technological, technical, human)	10
Present/past projects and clients that demonstrate experience in working with UN institutions, Government (at all level), Civil Society: a) Focus, size and scope of past projects and their outcomes b) Examples demonstrating management of multiple tasks, complex assignments at global, regional, country and sub-national levels c) Examples of adaptation or strategies and delivery of results across regions, multi country contexts and languages	10
Quality assurance mechanisms (present evidence)	5
Local capacity building measure and working with local partners - Ability to train local UNICEF staff and partners from governments - Ability to work with local and regional partners	10
<b>Total Maximum Points for General Criteria</b>	<b>50</b>

**In order to pass on to the opening and evaluation of financial proposals for the relevant Service Area for which the offer is made, a minimum score of 20 points must be obtained for each Service Area.**

## B. Service Area Criteria

### Service Area 1- Child poverty pathways: policies and strategies

<b>Evaluation Criteria for Service Area 1</b>	<b>Score</b>
<b>Child Poverty: measurement, analysis, programmes and policies (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 1	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

### Service Area 2- Child Poverty research and analysis

<b>Evaluation Criteria for Service Area 2</b>	<b>Score</b>
<b>Child Poverty: measurement, analysis, programmes and policies (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 2	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

### Service Area 3- Child Poverty programming

<b>Evaluation Criteria for Service Area 3</b>	<b>Score</b>
<b>Child Poverty: measurement, analysis, programmes and policies (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 3	<b>7.5</b>

Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

#### Service Area 4- Social Protection: Evidence and Research

<b>Evaluation Criteria for Service Category 4</b>	<b>Score</b>
<b>Social Protection: Evidence and Research (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 4	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

#### Service Area 5- Policy, Legislation and Coordination

<b>Evaluation Criteria for Service Category 5</b>	<b>Score</b>
<b>Policy, Legislation and Coordination (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 5	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

**Service Area 6- Financing Social Protection Systems**

<b>Evaluation Criteria for Service Category 6</b>	<b>Score</b>
<b>Financing Social Protection Systems (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 6	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

**Service Area 7- Integrated Programming**

<b>Evaluation Criteria for Service Category 5</b>	<b>Score</b>
<b>Integrated Programming (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 7	<b>7.5</b>
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

**Service Area 8- Administration and integrated service delivery**

<b>Evaluation Criteria for Service Category 8</b>	<b>Score</b>
<b>Administration and integrated service delivery (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public finance, business administration and/or related field and delivering across service area 8	<b>7.5</b>

Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	7.5
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	7.5
Proposed team (education, professional experience/relevant background) for service area	7.5

### Service Area 9- Inclusive Social Protection

Evaluation Criteria for Service Category 9	Score
<b>Inclusive Social Protection (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public policy and/or related field and delivering across service area 9	7.5
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	7.5
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	7.5
Proposed team (education, professional experience/relevant background) for service area	7.5

### Service Area 10 – Shock-responsive social protection systems in humanitarian, fragile and risk prone contexts

Evaluation Criteria for Service Category 10	Score
<b>Shock Responsive Social Protection Systems in humanitarian, fragile and risk prone contexts (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public policy and/or related field and delivering across service area 10	7.5
Understanding of the assignment, UNICEF's Social Policy guidelines and priorities and alignment of the proposal with the TOR	7.5
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	7.5

Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>
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### Service Area 11 – Humanitarian cash transfers and links to social protection systems

<b>Evaluation Criteria for Service Category 11</b>	<b>Score</b>
<b>Humanitarian cash transfers and links to social protection systems (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in economics, social science, public policy and/or related field and delivering across service area 11	<b>7.5</b>
Understanding of the assignment, UNICEF’s Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

### Service Area 12 – Advocacy and knowledge management

<b>Evaluation Criteria for Service Category 12</b>	<b>Score</b>
<b>Advocacy and knowledge management (minimum qualifying score = 20)</b>	<b>30</b>
Demonstrated institutional experience and expertise in communications, advocacy, knowledge management, economics, social science, and/or related field and delivering across service area 12	<b>7.5</b>
Understanding of the assignment, UNICEF’s Social Policy guidelines and priorities and alignment of the proposal with the TOR	<b>7.5</b>
Demonstrated experience in relevant approaches and methodologies and identification of risks (scope of activities/requirements/techniques/formats/templates/RBM for service area)	<b>7.5</b>
Proposed team (education, professional experience/relevant background) for service area	<b>7.5</b>

## Appendix III- Financial Proposal

### Instructions for completing the financial proposal:

#### **1. Template**

Please use Annex D- Financial Proposal Template (Excel file) attached to this RFPS to submit your financial proposal.

#### **2. Professional Fees**

Financial proposals should include **all-inclusive** (daily) rates and **are to be submitted using the template provided in Annex D**. Failure to quote in USD and submitted in any other format than Annex D will result in the disqualification of the proposal. Proposers are reminded to review the TOR for a detailed description of the requirements for key personnel to be engaged in assignments to be contracted under these LTAS. The simple average of the sum of the daily rates of the proposed personnel will be used to tabulate bids and perform the financial analysis of proposals.

#### **3. Travel**

Travel costs are not to be included in the financial proposals. Nonetheless, proposers must note that if travel were to be required under a specific Contract for Services issued against the LTAS, such travel must be pre-approved by UNICEF team. UNICEF will reimburse travel costs (economy class, most economical direct flight and standard accommodations) based on documentation (receipts, boarding passes, tickets, etc.) submitted, with the limit for reimbursable cost being 10% above the estimated travel expenses. Travel costs shall be calculated based on economy-class travel, regardless of the length of travel. Costs of accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

Notwithstanding, proposers are reminded that UNICEF expects that throughout the duration of the LTAS, the selected vendor(s) will normally work from its (their) own offices and utilize its (their) own resources and consumables and that the vendor (s) will not have access to any UNICEF resources or workspace, unless otherwise mutually agreed and required per the Terms of Reference for the provision of services under a Contract for Services issued against the resultant LTAS.

**NB.** The costs indicated in the financial proposal should indicate the **maximum amounts per expert within the service area per working day**. Proposers should review the expected activities and typical products expected under each service area, (available in [UNICEF's Global Social Protection Framework](#)) and propose prices commensurate with the level of complexity of the expected deliverables.

## Appendix IV- Curricula Vitae

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.

**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 on behalf of UNICEF. Doing so would constitute a breach of the terms of this LTAS.**

Please attach the detailed Curriculum Vitae of each proposed team members. While there is no prescribed format for submitting CVs, institutions are encouraged to submit CVs with a similar/same format for each team member.

## Appendix V- Frequently Asked Questions (FAQs)

**1. We did not participate in the initial call for expression of interest, nor in the information dissemination session RFPS. Can we still present our proposal to bid?**

**Yes.** Not responding to the initial call for expression of interest, and not participating in the information dissemination session does not lead to disqualification from participation in the RFPS however participation in such sessions is highly recommended.

**2. We are unable to bid for all service categories under the RFPS. Can we bid for only one/some of the service categories?**

**Yes.** The RFPS is open to institutions who can deliver services in some or all categories. The evaluation of bids will be performed for each service separately.

**3. Can UNICEF provide the average fees for consultants, travel and other costs associated with the service provided on request?**

**No.** In order to ensure that the bidding process is fair and transparent, as well as to guarantee the most competitive price for services requested under this RFPS, UNICEF is not able to provide this information.

**4. Will we receive a confirmation that our bid was received and that it was complete?**

**Yes.** All proposals are received in a secure e mail box. When the proposal is received, an automatic email is generated and sent to the sender confirming receipt of the e-mail containing the proposal. Please note that due to the high volume of applications received UNICEF is unable to provide individual confirmations to vendors responding to this RFPS about content of the emails received.

**5. Can we submit our bid as a hard-copy rather than electronically?**

**No.** Hard copies are not accepted by UNICEF in this process. Please refer to the cover page of the RFPS as well as the section on Part II -Proposal Submission process regarding the format for submitting electronic offers.

**6. How can we find out about the results of our bids/proposals?**

Please refer to PART III –AWARD/ADJUDICATION OF PROPOSALS 1.5 Award Notification in the RFPS. UNICEF will only notify the Proposer(s) that has/have been awarded the LTAS resulting from this solicitation process; UNICEF may, but is not required to, notify the other Proposers of the outcome of this solicitation process.

**7. Is it possible for UNICEF to provide us feedback that we can work on for future purposes? Can UNICEF provide information why proposing institutions were not selected?**

A debrief session may be provided upon request from the proposer. The session will cover feedback on the individual proposal as compared to what was requested in the TOR and RFPS but not information on competitors' proposals.

**8. Can UNICEF provide an indication of the budget envelope for this work?**

UNICEF does not provide budgets for its request for proposals as this may unnecessarily bias their technical or price components. UNICEF will then assess each of the bids on their own technical and price merits which represent value for money for UNICEF.

**9. Is there a specific format requested for the technical proposal and the price proposal?  
Is there a page limit or particular format required?**

There is no standard template for the technical proposal, however, bidders are advised to ensure their proposals conform with the requirements. All answer sheets are mandatory and must be included with the technical proposal submission, inclusive of the RFPS Form, on page 3 of the RFPS document. The suggested word limit are as follows:

3,500 words - general information, and 3,000 words – service area proposal

Regarding the preparation of the price proposal, bidders are advised and instructed to use Annex D- Financial Proposal Template, attached to this RFPS to submit their price proposals

**10. What is the indirect cost rate allowed by UNICEF?**

UNICEF does not have a specific policy that norms this element of a commercial offer. However, for this RFPS proposers are requested to provide all-inclusive rates (i.e. no separate indirect cost rate should be specified).