

REQUEST FOR PROPOSAL FOR SERVICES (RFPS)

RFPS-USA-2013-501732

7 November 2013

UNITED NATIONS CHILDREN'S FUND (UNICEF) in New York

Hereby solicits your proposal for a

Consultancy Service for UNICEF to Improve Efficiency and Effectiveness of UNICEF HQ Functions

The purpose of this RFPS is to conclude a Corporate Contract with the successful proposer for a period of 03 (three) months. UNICEF will enter into a Corporate Contract with the successful proposer who shall provide the required services stated in Annex A under the terms and conditions attached.

The **E-MAILED** proposals should be sent to:

Ivan Donoso
Chief of Operations
EMAIL: NYHOPGRFPS@UNICEF.ORG

IMPORTANT - ESSENTIAL INFORMATION

Clarification

These revised ToRs are issued to replace the previous ToRs. Due to recent developments, it proved necessary to make this change. These revised ToRs have a shift in focus, with the central task being to “**deliver a set of recommendations to UNICEF on how to improve cost efficiency in the effective delivery of HQ Functions drawing from the proposals made and other data and analysis undertaken by Division Directors and by the conveners of the common proposals**”. The parts that have been deleted from the original ToRs are: ‘support to conveners; doing costed options; preparing implementation plans; dashboard, integrated plan for 3 streams’

The reference **501732** must be shown in ALL e-mail subject lines.

The Request for Proposal for Services form must be used when replying to this invitation.

Proposals must be received **by latest 10:00 AM (New York time) on 22 November 2013**. Proposals received after the stipulated date and time will be invalidated.

Proposals must be sent to above e-mail address ONLY. Proposals sent to other addresses or sent by other means will be invalidated, even if received before the stipulated deadline.

Due to the high volume of communications, UNICEF will not issue individual confirmations of receipt. It is important that you read all the provisions of the Request for Proposal for Services to ensure that you understand and comply with the UNICEF's requirements. Note that failure to submit compliant proposals may result in invalidation of your proposal or prolong the vendor selection process.

TERMS AND CONDITIONS OF CONTRACT

Any Contract resulting from this RFPS shall contain UNICEF General Terms and Conditions for Institutional and Corporate Contracts and any other Specific Terms and Conditions detailed in this RFPS.

No costs will be incurred before receipt of a signed contract or specified written authorization from the Contracting Authority can be charged to any resulting contract.

A standard Institutional /Corporate contract is attached for your reference.

**REQUEST FOR PROPOSAL FOR SERVICES FORM
(PROPOSAL BID SUMMARY FORM)**

We are hereby submitting our Proposal in response to RFPS #**501732**, which includes the Technical Proposal and Financial Proposal sent under a separate file.

We, the undersigned, confirm that we have read, understood and hereby accept the General Terms and Conditions and Contractual Provisions of UNICEF'S Institutional and Corporate Contracts.

We fully understand and recognize that UNICEF is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNICEF will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Name & Title: _____

Name of Institution: _____

Signature: _____

Date: _____

Postal Address: _____

Tel. No.: _____

E-mail: _____

UNGM registration number: _____

Currency of Proposal: _____

Validity of Proposal:
(Minimum 180 days) _____

No Price Proposal value details are to be included within this form

INSTRUCTIONS TO VENDORS

A. INTRODUCTION:

1.0 UNICEF, the United Nations Children's Fund, an international, inter-governmental organization established by the General Assembly of the United Nations by resolution No. 57(1) of 11 December, 1946 as a subsidiary organ of the United Nations, having its headquarters in New York, with offices in over 160 countries spanning 260 locations.

2.0 UNICEF works with governments, civil society organizations, and other organizations around the world to advance children's rights to survival, protection, health, development and participation and is guided by the Convention on the Rights of the Child.

3.0 BACKGROUND

Please refer to Annex A (**1. Background and Nature of Consultancy**)

4.0 PURPOSE OF THE RFPS

Please refer to Annex A (**2. Proposed Assignment**)

5.0 CONTRACTUAL PROCESS

The planned schedule of the RFPS process is as follows: (**by 10:00 AM New York time**)

- Deadline for confirmation of interest: **12 November 2013.**
- Deadline for submission of questions or requests for clarification: **15 November 2013.**
- Consolidated Q&A will be posted in UNGM: **18 November 2013.**
- Closing date/deadline for submission of full and final proposal: **22 November 2013.**
- Bid Opening: **25 November 2013**
- Evaluation Period/Review of Proposals: **26 Nov–06 December 2013**
- Award Notice(s) sent and posted in UNGM: **12 December 2013**

6.0 PROCEDURES AND RULES

6.1 Confirmation of receipt and interest in the RFPS: Proposers are requested to confirm the receipt of, and interest in this Request for Proposal for Services to the following UNICEF contact person: **RAKHEE CHOWDHURY** by email: **RCHOWDHURY@UNICEF.ORG** copied to **NYHQPGRFPS@UNICEF.ORG**. In your correspondence, please give the full contact name, title, address, telephone, fax number and email address of the individual responsible for handling this RFPS in your firm. Please also indicate how you learned about this RFPS (i.e. UNGM, DevEx, advertisement, etc.).

6.2 IF THIS REQUEST WAS DIRECTLY DELIVERED TO THE WRONG RECIPIENT, we kindly request that it be re-directed to the person responsible for this field of work within your institution. We apologize for any inconvenience.

7.0 RFPS CHANGE POLICY

7.1 Requests for clarifications must be submitted in writing by e-mail to **RAKHEE CHOWDHURY**, email: **RCHOWDHURY@UNICEF.ORG**, copied to **NYHQPGRFPS@UNICEF.ORG**. Information provided verbally will not be considered a fundamental change and will not alter this RFPS.

7.2 All changes to a Proposal must be received prior to the closing time and date. It must be clearly indicated that it is a modification and supersedes the earlier Proposal, or state the changes from the original Proposal.

7.3 Proposals may be withdrawn in writing **by e-mail to RCHOWDHURY@UNICEF.ORG**, copied to **NYHQPGRFPS@UNICEF.ORG** prior to the opening time and date. Negligence on the part of the proposer confers no right for the withdrawal of the Proposal after it has been opened.

8.0 RFPS RESPONSE FORMAT

8.1 Electronic submission of proposals

All documentation submitted electronically should clearly indicate the reference number of the Request For Proposal (**501732**) in all three distinct sets of documents namely the file(s) making up the Proposal Bid Summary Form, the file(s) making up the Technical Proposal and the files(s) making up the Price Proposal. These files will be listed in the Proposal Bid Summary form.

All electronic bidding documents must be submitted in ENGLISH and in either MS Office (Word, Excel) format or PDF Adobe Acrobat format.

The UNICEF reference **501732** and proposer's name must appear in the file name of all submitted electronic bidding documents. For example:

- **501732 -PROPOSER-BidSummary.pdf**
- **501732 -PROPOSER-Technical Proposal.pdf**
- **501732 -PROPOSER-Price Proposal.pdf**
- **501732 -PROPOSER- File Passwords**

Proposers should ensure that files submitted as part of their proposals are FREE of viruses, are not corrupted, are in the specified formats, are readable and applicable passwords are correct. Failure to comply with these requirements will invalidate proposals and prevent UNICEF from accepting the entire proposal.

Please note that at any time prior to the deadline for submission of Proposals, UNICEF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Proposer, modify the solicitation documents by amendment, including through provision of supplementary information. Prospective Proposers are therefore advised to check the UNGM website www.ungm.org for any amendments and updates.

When submitted, all file(s) making up the Technical Proposal and all file(s) making up the Price Proposal must be protected with two different passwords (one password for all Technical Proposal files and one password for all Price Proposal files).

The Bid Summary Form should not be password protected and should be signed by the duly authorized representative of the submitting institution.

Passwords for all files shall be submitted on the closing time indicated below in 8.2 to **IDONOSO@UNICEF.ORG** and copied to **RCHOWDHURY@UNICEF.ORG**. These passwords should not be sent to any other recipient.

Proposals received in any other manner will be INVALIDATED. Please be informed that submissions can be sent in

batches not to exceed UNICEF's email size quota of **five (5) megabytes**.

8.2 A full technical password protected proposal should be submitted in ENGLISH and must be received no later **than 22 November 2013 by 10:00 AM New York time**. Prices or rates shall not appear in any part of the technical proposal.

8.3 The Price Proposal must be submitted in separate file and email and should be submitted in ENGLISH and must be received no later than **22 November 2013 by 10:00 AM New York time**.

8.4 All references to descriptive materials should be included in the response, though the material/documents themselves may be provided as annexes to the proposal/response.

8.5 The proposer must provide sufficient information in the proposal to address each area of the Evaluation matrix contained in THE TERMS OF REFERENCE/ Annex A to allow the evaluation team to make a comparable assessment of the proposers and their proposals.

8.6 Offers delivered at a different address or in a different form than prescribed in this RFPS, or which do not follow the required confidentiality, or received after the designated time and date, will be rejected.

9.0 CONFIDENTIAL INFORMATION

9.1 Information which Proposers consider confidential or proprietary must be marked clearly as such next to the relevant part of the text, and UNICEF will then treat such information in confidence.

10.0 RIGHTS OF UNICEF

10.1 UNICEF reserves the right to INVALIDATE any Proposal for reasons mentioned above, or, unless otherwise specified by UNICEF or by the Proposer, to accept any item in the Proposal.

10.2 UNICEF reserves the right to INVALIDATE any Proposal received from a Proposer who, in the opinion of UNICEF, is not in a position to perform the work.

10.3 UNICEF also reserves the right to negotiate with the Proposer(s) who have submitted the most responsive evaluated proposals.

10.4 UNICEF shall not be held responsible for any cost incurred by the Proposers in preparing the response to this Request for Proposal for Services. This RFPS, along with any inquiries and responses thereto, and the proposals shall be considered the property of UNICEF and the proposals will not be returned to their originators.

11.0 PROPOSAL OPENING

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

B. TECHNICAL AND COMMERCIAL PROPOSAL REQUIREMENTS AND CONTENT

1.0 INFORMATION IN THE PROPOSAL

1.1 The proposer must provide sufficient information in the proposal to demonstrate compliance with the requirements set out in each section of this Request for Proposal for Services and the attached Terms of Reference. The proposal shall be composed of separate technical and financial proposals and shall adhere to the following:

1.1.1. All references to descriptive material and brochures should be included in the appropriate response paragraph,

though the material/documents themselves may be provided as annexes to the proposal/response.

1.1.2 Categories of information that are considered a mandatory requirement of this RFPS are outlined in the attached Terms of Reference.

1.1.3 The proposer must also provide sufficient information in the proposal to address each area of the items in the mandatory requirements to ensure the evaluation team can make a fair assessment of the company based only on its proposal.

2.0 COMMERCIAL/PRICE PROPOSAL

2.1 The following commercial criteria must be outlined in the commercial proposal:

- Currency: US Dollar

2.2 UNICEF reserves the right to:

- Contact any or all references supplied by the proposer
- Request additional supporting or supplementary data (from the proposers)
- Arrange interviews with the proposed Project Team/Institution
- Reject any or all proposals submitted
- Accept any proposals in whole or in part
- Enter into negotiations with the selected proposer
- Award contracts to more than one proposer for portions of the Terms of Reference defined herein

3.0 PROPOSAL EVALUATION PROCESS AND METHOD

3.1 UNICEF will set up an evaluation/selection team composed of technical and contracting representatives. Following the submission of the proposals, an evaluation will be conducted to assess the merits of each proposal. The evaluation will be restricted exclusively to the contents of the proposal, references and corporate financial health.

3.2 Each response will first be evaluated by UNICEF for compliance with the mandatory requirements of this RFPS. Mandatory requirements are indicated throughout this RFPS by the words "mandatory", "shall", "must", or "will" in regard to obligations on the part of the proposer. Responses deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration.

3.3 Failure to comply with any of the terms and conditions contained in this RFPS, including the provision of all required information, may result in a proposal being disqualified from further consideration.

3.4 At the next stage, the responses which comply with the stated mandatory criteria will be evaluated in accordance with the technical evaluation criteria as outlined in this Terms of Reference and according to the relative weighting that UNICEF ascribes to each criterion.

3.5 For the proposal to be considered technically compliant for any service category, the proposer must achieve a minimum score of **50 Points**. Proposals not meeting this minimum score will be considered technically non-complaint and will be given no further consideration.

3.6 Only at this stage will price be considered. The price/cost of each of the technically compliant proposals will be considered using the same methodology. The proposers should ensure that all pricing information is provided in accordance with Annex I and in this RFPS.

3.7 The maximum number of points for each service category will be allotted to the lowest price proposal (expressed as a non-weighted average of applicable personnel fees required for that category) that is opened and compared among those invited firms/institutions that obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.

3.8 At this point, the most favourable proposals will be selected for short-listing. The proposers on the short list may be given the opportunity to give UNICEF an oral presentation in order to be asked detailed questions for clarification of their proposals.

3.9 Finally, the overall score for each of the proposals is calculated based on a ratio of **75% - 25%** between the technical and price proposals.

Maximum Points	
Technical Proposal Score	75 points
Price Proposal Score	25 points
Overall Proposal Score	100 points

C. COMMERCIAL PROVISIONS

1.0 PERFORMANCE

The resulting Institutional/Corporate Contract will define all applicable authorities related to this engagement. UNICEF will, together with the selected contractor(s), determine the criteria for fulfilment of the contract.

2.0 PROPERTY OF UNICEF

This Request for Proposal for Services, inquiries and answers and the Proposals are considered the property of UNICEF. All materials submitted in response to this Request shall remain with UNICEF.

3.0 MOST FAVOURED PRICING

3.1 The rates quoted by the successful proposer shall be locked in for the duration of the resulting CORPORATE CONTRACT. However, if at any time during the validity period of any resulting CORPORATE CONTRACT, the successful proposer offers to provide services as defined herein at a price/rate lower than the price/rate(s) effective under the CORPORATE CONTRACT to any 3rd party, the supplier shall thereafter offer the same price/rate(s) to UNICEF under the CORPORATE CONTRACT.

3.2 The successful proposer is obligated to advise UNICEF, without any delay, in the event that any lower pricing/rate(s) is offered to any 3rd party.

3.3 In the event that the successful proposer fails to notify UNICEF and reduce its price(s) accordingly, UNICEF reserves the right to, with immediate effect, terminate the CORPORATE CONTRACT.

3.4 Proposers are requested to confirm any discounts applicable to their proposals.

3.5 Proposers are requested to confirm any further discounts available for payment before UNICEF standard payment terms i.e. net 30 days.

4.0 VALIDITY OF PROPOSALS

4.1 Proposals should be valid for a period of not less than 90 days after proposal opening, unless otherwise specified in the Specific Terms and Conditions. Proposers are requested to indicate the validity period of their proposal, as UNICEF may issue contracts against the most responsive evaluated proposal if requests for identical services are received from our offices/divisions during the proposal validity period. UNICEF may also request the validity period to be extended.

5.0 UNICEF GENERAL TERMS AND CONDITIONS FOR INSTITUTIONAL/CORPORATE CONTRACTS

5.1 The UNICEF General Terms and Conditions for Institutional/Corporate Contracts included in this RFPS will form part of any resulting contract.

6.0 FULL RIGHT TO USE AND SELL

6.1 The proposer warrants that it has not and shall not enter into any agreement or arrangement that restrains or restricts UNICEF rights to use, sell, dispose of or, otherwise, deal with any item that may be acquired under any resulting Contract.

7.0 REFERENCES

7.1 The proposer is requested to provide the name of at least three (3) clients to whom it provides or has provided similar services. UNICEF reserves the right to contact these references, without notifying the proposer.

8.0 PROPOSER'S REPRESENTATIONS

8.1 The proposer represents and warrants that it has the personnel, experience, qualifications, facilities, financial resources and all other skills and resources to perform his or her obligations under any resulting Contract.

9.0 ERROR IN PROPOSAL

9.1 Proposers are expected to examine all Schedules and all Instructions pertaining to the work or Proposal. Failure to do so will be at proposers own risk. In case of errors in the extension price, unit price shall govern.

10.0 AWARD / ADJUDICATION OF PROPOSALS

10.1 The CORPORATE CONTRACT will be awarded to the Proposer(s) offering the most responsive evaluated proposal and whose services are commercially, technically acceptable, and whose Proposal is in compliance with all Instructions, Specific Terms and Conditions, Special Notes and General Terms and Conditions contained in the RFPS, providing the Proposal is reasonable and it is in the interest of UNICEF to accept it.

10.2 UNICEF reserves the right to make multiple arrangements for any item(s)/services where, in the opinion of UNICEF, the most responsive evaluated Proposer cannot fully meet the requirements or if it is deemed to be in UNICEF's best interest to do so. Any arrangement under this condition will be made on the basis of the most responsive, second most responsive and third most responsive, etc. evaluated proposal which meets all the requirements stated in the RFPS document.

10.3 In case of an award, Proposers who have not previously received Institutional/Corporate Contracts from UNICEF may receive an Institutional/Corporate Contract for a limited service / period until satisfactory performance is

established.

11.0 SUPPLIER REGISTRATION

11.1 Proposers are required to register with UNICEF via UNGM before an award can be made. Registration instructions to UNGM are found in its website: <http://www.ungm.org>.

11.2 Proposers must have juridical personality and need to present a copy of certificate of incorporation before a contract is awarded.

D. GENERAL PROVISIONS

1.0 GENERAL SERVICES ADMINISTRATION (GSA) FOR USA VENDORS ONLY

1.1 In the event that the Contractor offers a lower price to the General Services Administration (GSA) of the federal government of the United States of America for similar services, UNICEF shall be entitled to same lower price. The attached UNICEF General Terms and Conditions for Institutional/Corporate Contracts shall have precedence.

2.0 CONTRACTUAL ARRANGEMENTS WITH UNITED NATIONS AND/OR AGENCIES

2.1 UNICEF is entitled to receive the same pricing offered in contracts with the United Nations and/or its Agencies. The attached UNICEF General Terms and Conditions for Institutional/Corporate Contracts shall have precedence.

3.0 MOST FAVOURED CUSTOMER PRICE/RATE CERTIFICATION

3.1 By submitting an offer the proposers certify that UNICEF, for any CORPORATE CONTRACT resulting from this Request for Proposal for Services, is not being charged more than other clients for similar services and similar quantities and within similar circumstances.

4.0 LIQUIDATED DAMAGES

4.1 For late delivery of services or for services which do not meet UNICEF's specifications/requirements and are therefore rejected by UNICEF, UNICEF shall be entitled to claim liquidated damages from the successful proposer, and deduct 0.5% of the value of the services pursuant to Institutional/Corporate Contract, per additional day of delay, up to a maximum of 10% of the value of the Institutional/ Corporate Contract. The payment or deduction of such liquidated damages shall not relieve the successful proposer from any of its other obligations or liabilities pursuant to any Institutional/Corporate Contract.

5.0 ORDER OF PRECEDENCE

5.1 The UNICEF General Terms and Conditions for Institutional/Corporate Contracts to this RFPS shall apply to any resulting Institutional/Corporate Contracts. In the case of any inconsistencies, the following order of precedence shall prevail:

- (a) UNICEF General Terms and Conditions for Institutional/Corporate Contracts;
- (b) Institutional/Corporate Contract.

6.0 UNETHICAL BEHAVIOUR

6.1 UNICEF strictly enforces a policy of zero tolerance concerning unethical, unprofessional or fraudulent acts of

UNICEF suppliers / contractors. Accordingly, any registered company that is found to have undertaken unethical, unprofessional or fraudulent activities will be suspended or forbidden from continuing business relations with UNICEF.

7.0 CORRUPT AND FRAUDULENT PRACTICES

7.1 UNICEF requires that all contractors associated with this CORPORATE CONTRACT observe the highest standard of ethics during procurement and execution of the work. In pursuance of this policy UNICEF

- (a) Defines for the purpose of this provision the terms set forth as follows:
 - (i) 'corrupt practice' means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the procurement process or in the execution of a contract, and
 - (ii) 'fraudulent practice' means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the client, and includes collusive practice among proposers (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the client of the benefits of free and open competition;
- (b) Will reject a proposal for award if it determines that the selected supplier / contractor has engaged in any corrupt or fraudulent practices in competing for the contract in question;
- (c) Will declare a supplier / contractor ineligible, either indefinitely or for a stated period of time, to be awarded a UNICEF-financed contract if at any time it determines that it has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNICEF-financed contract.

8.0 GUIDELINES ON GIFTS AND HOSPITALITY

8.1 Suppliers / contractors shall not offer gifts or hospitality to UNICEF staff members. Recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners are also prohibited.

9.0 POST-EMPLOYMENT RESTRICTIONS

9.1 The United Nations (UN) has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15.

9.2 For a period of one year following separation from service, former staff members who have participated in the procurement process for the UN before separation of the service are prohibited from seeking or accepting employment with, or otherwise accepting any form of compensation or financial benefit from, any UN contractor or vendor of goods and services, regardless of location, which conducts business with the UN or seeks to do so and with whom such staff members have been personally involved in the procurement process during the last three years of service with the UN.

9.3 For a period of two years following separation from service, former staff members who have participated in the procurement process for the UN before separation of the service are prohibited from knowingly communicating with, or appearing before, any staff member or unit of the UN on behalf of any third party on any particular matters that were under their official responsibility relating to the procurement process during the last three years of their service with the UN.

9.4 The United Nations respectfully requests all contractors and vendors to adhere to these regulations. Any UN contractor or vendor who offers employment, hires or otherwise compensates staff members in violation of the provisions of the bulletin may be subject to having its registration as a qualified vendor with the UN barred, suspended

or terminated, in accordance with UN procurement policies and procedures.

10.0 DISCLOSURE OF SANCTIONS OR TEMPORARY SUSPENSION

10.1 Only suppliers found to be responsible or conditionally responsible are eligible to be awarded UNICEF contracts and/or to bid on UNICEF solicitations. To be deemed a responsible supplier with whom UNICEF will conduct business, a supplier should not be suspended, debarred, or otherwise identified as ineligible by any organization within the World Bank Group or any other International or UN Organization. Suppliers are therefore required to disclose to UNICEF whether they are subject to any sanction or temporary suspension imposed by the World Bank Group or any other International or UN Organization.

UNICEF GENERAL TERMS AND CONDITIONS **FOR INSTITUTIONAL/CORPORATE CONTRACTS**

1. ACKNOWLEDGMENT COPY

Signing and returning the acknowledgment copy of a contract issued by UNICEF or beginning work under that contract shall constitute acceptance of a binding agreement between UNICEF and the Contractor.

2. DELIVERY DATE

Delivery Date to be understood as the time the contract work is completed at the location indicated under Delivery Terms.

3. PAYMENT TERMS

- (a) UNICEF shall, unless otherwise specified in the contract, make payment within 30 days of receipt of the Contractor's invoice which is issued only upon UNICEF's acceptance of the work specified in the contract
- (b) Payment against the invoice referred to above will reflect any discount shown under the payment terms provided payment is made within the period shown in the payment terms of the contract
- (c) The prices shown in the contract cannot be increased except by express written agreement by UNICEF.

4. LIMITATION OF EXPENDITURE

No increase in the total liability to UNICEF or in the price of the work resulting from design changes, modifications, or interpretations of the statement of work will be authorized or paid to the contractor unless such changes have been approved by the contracting authority through an amendment to this contract prior to incorporation in the work.

5. TAX EXEMPTION

Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the UN, including its subsidiary organs, is exempt from all direct taxes and is exempt from customs duties in respect of articles imported or exported for its official use. Accordingly, the Vendor authorizes UNICEF to deduct from the Vendor's invoice any amount representing such taxes or duties charged by the Vendor to UNICEF. Payment of such corrected invoice amount shall constitute full payment by UNICEF. In the event any taxing authority refuses to recognize the UN exemption from such taxes, the Vendor shall immediately consult with UNICEF to determine a mutually acceptable procedure.

Accordingly, the Contractor authorizes UNICEF to deduct from the Contractor's invoice any amount representing such taxes, duties, or charges, unless the Contractor has consulted with UNICEF before the payment thereof and UNICEF has, in each instance, specifically authorized the Contractor to pay such taxes, duties or Charges under protest. In that event, the Contractor shall provide UNICEF with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

6. LEGAL STATUS.

The Contractor shall be considered as having the legal status of an independent contractor vis-a-vis UNICEF. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNICEF.

7. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

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

8. INDEMNIFICATION

The Contractor shall indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, agents, servants and employees, from and against all suits, claims, demands and liability of any nature or kind, including their costs and expenses, arising out of the acts or omissions of the Contractor or its employees or sub-contractors in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, product liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

9. INSURANCE AND LIABILITIES TO THIRD PARTIES

- (a) The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- (b) The Contractor shall provide and thereafter maintain all appropriate workmen's compensation and liability insurance, or its equivalent, with respect to its employees to cover claims for death, bodily injury or damage to property arising from the execution of this Contract. The Contractor represents that the liability insurance includes sub-contractors.
- (c) The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of work under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
- (d) Except for the workmen's compensation insurance, the insurance policies under this Article shall:
 - (i) Name UNICEF as additional insured;
 - (ii) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNICEF;
 - (iii) Provide that UNICEF shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
 - (iv) The Contractor shall, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article.

10. SOURCE OF INSTRUCTIONS

The Contractor shall neither seek nor accept instructions from any authority external to UNICEF in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNICEF or the United Nations and shall fulfil its commitments with the fullest regard to the interests of UNICEF.

11. ENCUMBRANCES/LIENS

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNICEF against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

12. TITLE TO EQUIPMENT

Title to any equipment and supplies which may be furnished by UNICEF shall rest with UNICEF and any such equipment shall be returned to UNICEF at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment when returned to UNICEF shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear.

13. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

UNICEF shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequence or in the course of the execution of this contract. At UNICEF's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the UNICEF in compliance with the requirements of the applicable law.

14. CONFIDENTIAL NATURE OF DOCUMENTS

- (a) All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNICEF, shall be treated as confidential and shall be delivered only to the UN authorized officials on completion of work under this Contract.
- (b) The Contractor may not communicate any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF which has not been made public except with the authorization of the UNICEF; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract with UNICEF.

15. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- (a) In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNICEF of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNICEF of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. On receipt of the notice required under this Article, UNICEF shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under the Contract.
- (b) If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNICEF shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 14, 'Termination', except that the period of notice shall be seven (7) days instead of thirty (30) days.
- (c) Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection or other acts of a similar nature or force.

16. TERMINATION

If the Contractor fails to deliver any or all of the deliverables within the time period(s) specified in the contract, or fails to perform any of the terms, conditions, or obligations of the contract, or should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the contractor, UNICEF may, without prejudice to any other

right or remedy it may have under the terms of these conditions, terminate the Contract, forth with in whole or in part, upon thirty (30) days' notice to the Contractor.

UNICEF reserves the right to terminate without cause this Contract at any time upon thirty (30) days prior written notice to the Contractor, in which case UNICEF shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

In the event of any termination no payment shall be due from UNICEF to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this contract.

Upon the giving of such notice, the Contractor shall have no claim for any further payment, but shall remain liable to UNICEF for reasonable loss or damage which may be suffered by UNICEF for reason of the default. The Contractor shall not be liable for any loss or damage if the failure to perform the contract arises out of force majeure.

Upon termination of the contract, UNICEF may require the contractor to deliver any finished work which has not been delivered and accepted, prior to such termination and any materials or work-in-process related specifically to this contract. Subject to the deduction of any claim UNICEF may have arising out of this contract or termination, UNICEF will pay the value of all such finished work delivered and accepted by UNICEF.

The initiation of arbitral proceedings in accordance with Article 22 'Settlement of Disputes' below shall not be deemed a termination of this Contract.

17. SUB-CONTRACTING

In the event the Contractor requires the services of subcontractors, the Contractor shall obtain the prior written approval and clearance of UNICEF for all sub-contractors. The approval of UNICEF of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and in conformity with the provisions of this Contract.

18. ASSIGNMENT AND INSOLVENCY

- (a) The Contractor shall not, except after obtaining the written consent of UNICEF, assign, transfer, pledge or make other dispositions of the Contract, or any part thereof, of the Contractor's rights or obligations under the Contract.
- (b) Should the Contractor become insolvent or should control of the Contractor change by virtue of insolvency, UNICEF may, without prejudice to any other rights or remedies, terminate the Contract by giving the Contractor written notice of termination.

19. USE OF UNITED NATIONS AND UNICEF NAME AND EMBLEM

The Contractor shall not use the name, emblem or official seal of the United Nations or UNICEF or any abbreviation of these names for any purpose

20. OFFICIALS NOT TO BENEFIT

The Contractor warrants that no official of UNICEF or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of the Contract.

21. PROHIBITION ON ADVERTISING

The Contractor shall not advertise or otherwise make public that the Vendor is furnishing goods or services to UNICEF without specific permission of UNICEF.

22. SETTLEMENT OF DISPUTES

Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

Arbitration

Any dispute, controversy or claim between the Parties arising out of this Contract or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party or the other Party's request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The arbitral tribunal shall have no authority to award punitive damages. In addition, the arbitral tribunal shall have no authority to award interest in excess of six percent (6%) and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

23. PRIVILEGES AND IMMUNITIES

The privileges and immunities of the UN, including its subsidiary organs, are not waived.

24. CHILD LABOUR

UNICEF fully subscribes to the Convention on the Rights of the Child and draws the attention of potential suppliers to Article 32 of the Convention which inter alia requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development.

25. ANTI-PERSONNEL MINES

UNICEF supports an international ban on the manufacture of anti-personnel mines. Anti-personnel mines have killed and maimed thousands of people, of whom a large proportion are children and women. Anti-personnel mines present a serious obstacle to the return of populations displaced from their residences by fighting around their villages and homes. UNICEF has, therefore, decided not to purchase products from companies that sell or manufacture anti-personnel mines or their components.

26. AUTHORITY TO MODIFY

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNICEF unless provided by an amendment to this Contract signed by the authorized official of UNICEF.

27. REPLACEMENT OF PERSONNEL

UNICEF reserves the right to request the Contractor to replace the assigned personnel if they are not performing to a level that UNICEF considers satisfactory. After written notification, the Contractor will provide curriculum vitae of appropriate candidates within three (3) working days for UNICEF review and approval. The Contractor must replace the unsatisfactory personnel within seven (7) working days of UNICEF's selection.

If one or more key personnel become unavailable, for any reason, for work under the contract, the Contractor shall (i) notify the project authority at least fourteen (14) days in advance, and (ii) obtain the project authority's approval prior to making any substitution of key personnel. Key personnel are designated as follows:

- (a) Personnel identified in the proposal as key individuals (as a minimum, partners, managers, senior auditors) to be assigned for participation in the performance of the contract.
- (b) Personnel whose resumes were submitted with the proposal; and
- (c) Individuals who are designated as key personnel by agreement of the Contractor and UNICEF during negotiations.

In notifying the project authority, the Contractor shall provide an explanation of circumstances necessitating the proposed replacement(s) and submit justification and qualification of replacement personnel in sufficient detail to permit evaluation of the impact on the engagement.

Acceptance of a replacement person by the project authority shall not relieve the Contractor from responsibility for failure to meet the requirements of the contract.

ANNEX A

STATEMENT OF WORK AND TERMS OF REFERENCE

1. Background and Nature of Consultancy:

UNICEF launched a new corporate initiative in 2012 to become more efficient and cost effective in delivering its responsibilities to its stakeholders. Three streams of work have been underway: (a) transactions efficiency (b) business process simplification, and (c) improving efficiency and effectiveness of HQ Divisions' functions. An Efficiency and Effectiveness (E&E) Steering Committee (SC) oversees the Initiative. The SC is chaired by Deputy Executive Director (DED) Management, includes Division Directors and three of the seven Regional Directors, as well as the chair of the Global Staff Association and the NY Staff Association. A consultative Field Reference Group (FRG) advises the SC. A Working Group supports the work related to transactions efficiency and business process simplification. Ad hoc task forces are established to respond to specific needs also in support of the initiative.

This proposed consultancy is to support the continuing work on HQ functions. Work on this has been supported by a consultancy firm since January 2013. This consultancy supported HQ Divisions between February – April in doing an initial mapping of their functions and activities. They then provided a proven methodology and tools for assessing the efficiency and effectiveness of HQ Divisions and supported Divisions in applying the tools. Division Directors were to make proposals for improving effectiveness and efficiency based on the data and analysis. It was therefore a self-assessment of Divisions led by Division Directors. The role of the consultants was to provide the methodology and the tools and to support Division Directors in applying the tools.

Four tools were applied: (1) Tool 1 to estimate the amount of staff time (FTEs) being used for each function and activity (2) Tool 2 to assess the feasibility of offshoring functions/activities (3) Tool 3 - a RACI analysis to identify overlaps, duplications and gaps and (4) Tool 4 to assess the degree to which the functions are being carried out effectively. In April, having applied the methodology and tools, each Division made a set of proposals for improved efficiency and effectiveness.

Based on the proposals made by all Divisions, a set of 20 Common Proposals were identified. 'Common Proposals' are defined as those proposals that were made by two or more Divisions and/or those proposals that are far-reaching and have organization-wide implications. Apart from these Common Proposals, there are Division-specific proposals that each Division is to carry forward with the support of the DEDs. A convener has been nominated for each of the Common Proposals, to develop these and bring costed options to the E&E Steering Committee, and subsequently to the Global Management Team (GMT), for review and recommendation to implement. All the conveners are drawn from senior UNICEF management, and include Deputy Executive Directors and Division Directors.

For each common proposal, the conveners are tasked to prepare and present at least two costed options for improving E&E. The tools and templates for conveners to prepare and present their options to the GMT have been developed. Each of the proposals has its own timeline, as developed by the convener and ratified by the SC, given the different nature and scope of the proposals.

Several of the Common Proposals address systemic structural issues in UNICEF including clarifications of strategy; of governance approaches; and of organisational design. Other Common Proposals have been merged as they addressed

overlapping problem areas and further analysis was undertaken to define specific areas for improvement. These areas are now being addressed in a collaborative manner by working groups addressing organisational effectiveness as the first priority ahead of addressing potential efficiency improvements.

The conveners have identified and received additional support requirements from various sources to prepare their costed options.

All of the Common Proposal groups are scheduled to present costed options to the GMT either in November 2013 or February 2014 (one was already presented in September). Some of the latter proposals may not be fully formed by February 2014 but substantial data collection and analysis would be available for review. Some of the Common Proposal groups may present certain aspects of their work earlier where a definitive solution has already been found, while continuing to work on other aspects of their problem statement.

2. Proposed Assignment:

Once a decision is taken by the Executive Director to implement a proposal, an implementation plan will be prepared, and implementation would then start upon approval and resourcing of the implementation plan. It is foreseen that implementation will be phased over 2014 – 2015. Concurrently, the work on transaction efficiency is well advanced and options to implement, for example, a Shared Service Centre (SSC) were reviewed by the GMT in September. Finally, options for business process simplification are expected to be presented to the GMT in late 2013. It is recognized that a specific need and challenge is to ensure the coherence and consistency of the three streams of work, and to work out the appropriate sequencing of actions between them.

With the transactions efficiency work at an advanced stage, UNICEF is at a juncture where key decisions are likely to be taken. The work on HQ Divisions' functions has advanced – as described above – and there is a solid foundation for bringing the costed options for all proposals to GMT for review by February 2014 or soon thereafter. The Common Proposals include areas of high visibility and recognized urgency, such as communication and advocacy, resource mobilization and allocation, governance and management issues, global technical collaboration, humanitarian priorities and surge support, knowledge sharing, and ICT restructuring and relocation. They also include more specific options for less visible but still important options for information and records management, business continuity in COs, and options for consolidating support functions and transactions at HQ.

Some of these proposals have potential efficiency gains embedded in them that have not yet been defined. Furthermore, apart from a relocation option proposed by ICT, there are no proposals for relocation of any HQ functions or activities. Going forward then, the main priority is to build on the work undertaken to date which has emphasized gains in organisational effectiveness and strengthen the organisational efficiency dimension of the proposals.

By late November, the GMT should have reviewed costed options for 10 common proposals, and a further 9 common proposals are planned to be reviewed at the February 2014 GMT. The consultants will review the data and analysis conducted by the Divisions during 2013, as described above, together with the costed options presented to the GMT in 2013, as well as the work under way for those proposals to be presented to the February 2014 GMT or soon thereafter. On the basis of this review, **the consultants will deliver a set of recommendations to UNICEF on how to improve cost efficiency in the effective delivery of HQ Functions drawing from the proposals made and other data and analysis undertaken by Division Directors and by the conveners of the common proposals.** In preparing their recommendations, the consultants will consult closely with the Division Directors and with the conveners of the common proposals.

The report of the consultants will identify

- a. Functions that could be consolidated across Divisions
- b. Functions that could be consolidated and streamlined within each Division
- c. Functions that could be carried out more cost effectively in another location (including possible a Shared Service Centre (SSC) if UNICEF decides to implement such a center)
- d. Functions that could be more cost effectively implemented by another part of UNICEF (such as another Division or the Regional Offices, in consultation with the respective heads of office)
- e. Functions that could be out-sourced to other organizations
- f. Functions that may be redundant and could be eliminated

The selected consultants will present their recommendations to the GMT in February 2014. Following this, they will revise their recommendations to present their final report to the E&E SC in late February.

3. Work Assignments and Estimated Deadlines:

Major tasks to be accomplished by the selected firm are:

- Identify potential opportunities for cost efficiencies that have not been identified by the Division Directors, including in particular opportunities for consolidation and /or off-shoring of functions, based on good practice of large global organizations;
- Consult with the conveners of the Common Proposals and identify potential opportunities for cost efficiency gains in line with the effectiveness options that the Common Proposal groups are bringing forward;
- Assemble supporting documentation to justify the identified potential opportunities and prepare recommendations to UNICEF of the ways to realize these potential cost efficiencies;
- Present their recommendations to the E&E SC by mid-January 2014
- Present their recommendations to the February 2014 GMT
- Present their final recommendations to the SC by late February 2014

4. Work Schedule, Roles and Location

- The foreseen duration of this contract is 3 months after contract issuance. The consultancy company assigned to this work will bill UNICEF on the agreed estimated level of staff effort (calculated as FTE at the levels of professional expertise required for the different elements of the work). UNICEF will not cover the cost of travel as it expects selected firm to have local presence in New York.
- A comprehensive work plan/time plan for the Consultancy Study should be indicated in the proposal submitted by interested proposers.
- The composition of the proposed team should include senior staff and staff with accumulated expertise in the areas specified above. The contract will stipulate the degree, frequency and scope of the involvement of senior members, technical experts and all other members of the team, which will constitute the basis for the price proposal.

5. Qualifications or Specialized Knowledge/Experience Required:

- The lead consultant should be a senior strategic management professional with at least 15 years of experience in organizational reshaping, and substantial experience in identifying options for bringing efficiencies to HQ level corporate bodies, including the possibilities of off-shoring and geographical dispersion.
- Prior experience with organizational reviews and restructuring in the private sector required, with additional experience leading similar exercises in the public/philanthropic/academic sectors a distinct advantage
- Knowledge of best practice models and methodologies for organization reviews and for assessing operational efficiency and effectiveness
- Technical skills, knowledge and proven track record with organizational change and change management, including conducting analysis of such initiatives and proposing other alternatives

- Proven track record of assessing organizations for operational efficiency, effectiveness and risk management
- Experience in program/project/portfolio management is highly desired
- Experience in assessing risks and impact of organizational change
- Capacity to support the development of best practice framework and approach for conducting organization reviews for large complex organizations

6. Special Request to Interested Proposers:

Proposers are encouraged to include a pro-bono component in their financial proposals

7. Consultant's Work Place:

Office space will be provided at UNICEF NYHQ as the consultancy team will be expected to be on-site for a majority of the time during the contract period.

8. EVALUATION OF THE PROPOSAL:

In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

The overall score for each of the proposals is calculated based on a ratio of **75% - 25%** between the technical and commercial proposal.

Maximum Points

Technical Proposal Score	75 points
Price Proposal Score	25 points
Overall Proposal Score	100 points

The proposals will be evaluated against the following two elements:

a. Technical Proposal:

The technical proposal should address all aspects and criteria outlined in this Request for Proposal. However, all these requirements represent a wish list from UNICEF. The bidders are free to suggest/ propose any other solution. UNICEF welcomes new ideas and innovative approaches. The weighting for the evaluation of the proposals is as follows.

TECHNICAL EVALUATION CRITERIA		Maximum Points
<u>1</u>	Delivery (Mandatory) The proposed plan for delivering the services required in this RFPS is clear, precise, detailed, realistic and fully supported The proposal describes how each service will be delivered in the timeline of the project as indicated in the RFPS The proposal provides an explanation indicating the proposer's ability to deliver each service Proposed staffing is sufficient to meet the RFPS requirements	<u>25</u>

	Proposed management control and reporting mechanisms are sufficient to ensure the delivery of high-quality services and end products within the context of the required consultancy (risk management/staff participation/transparency)	
<u>2</u>	Project Team Credentials (Mandatory) Ability to perform required tasks Range and depth of experience with similar projects: Project Lead has a minimum of 15 years' experience in change management and organizational reviews. Other proposed personnel have a minimum of 5 – 7 years' experience in the required areas objective of the required consultancy	<u>25</u>
<u>3</u>	Corporate Profile (Mandatory) Years of experience in the area of the consultancy Work experience with global organizations Range and depth of experience with similar projects with large organizations/companies (a selected sample description of top assignments successfully performed needs to be submitted indicating challenges and post-delivery sustainability of recommendations) Experience working with UNICEF and other UN agencies, public sector/non-profit organizations and multi-cultural global organizations	<u>15</u>
<u>4</u>	Overall Response (Mandatory) Completeness of response Follows guidelines described in RFPS Demonstrates a complete understanding of and is responsive to the RFPS requirements and UNICEF's situation Proposal is clear and well-written	<u>5</u>
<u>5</u>	Approach (Mandatory) Quality of proposed methodologies, theories and practices Proposed approach will result in attainment of all requirements and objectives	<u>5</u>
	Total Maximum Points	<u>75</u>

b. Price Proposal

The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated.

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

$$\text{Score for price proposal X} = \frac{\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

The calculation of fees should indicate the all-inclusive cost in US dollars and an estimate of the time-effort to be allocated for the services, expressed in number of working days by designation of staff performing the service and their fees per working day. Estimates for cost-reimbursable items, if any, such as travel and incidental expenses must be detailed and listed separately. The format shown on the below page should be used in preparing the price schedule. The

format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

Description of Activity/Item	Price (in US\$)	Units	Total Cost in US\$
1. Personnel Costs			
1.1 Project Manager			
1.2 Staff Costs			
2. Project Costs			
2.1 Expenses			
2.2 Expenses			
2.3 Other			
3. Overhead costs			
Total: 1. + 2+3			

Offerors must submit a firm-fixed price bid. The proposer will suggest a payment schedule for the Contract, linked to unambiguous Contract milestones. The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated.

The budget should be presented in 3 categories: personnel costs, project costs, overhead costs. Sub-headings within the categories may be done at offeror's discretion.

Personnel Costs to include: Classification (i.e. job title/function) and rates for team members; duration of work for each. A separate table showing expected level of effort per team member, by project phase, is expected.

Project Costs to include: cost of travel, including subsistence allowances, travel by air, train, road, etc., telecommunication and miscellaneous expenses.

Overhead, general and administrative expenses, fee to include: institutional overhead, fee/profit

Cost Proposal must include detailed item-wise quotations, based on the terms of reference and other relevant documents.