

ANNEX B
TERMS OF REFERENCE (TOR)
Long Term Arrangement for
Event Management and Hotel Program Service Provider for UNICEF Globally

1. Background

UNICEF works in some of the world's toughest places, to reach the world's most disadvantaged children. To save their lives. To defend their rights. To help them fulfil their potential. Across 190 countries and territories, we work for every child, everywhere, every day, to build a better world for everyone. And we never give up.

Today when UNICEF staff plans to hold a meeting, details are arranged locally entrusting each office to select the best solution, which may not be the most economical decision. With efforts to continuously drive annual costs down, UNICEF is taking a new approach to identify a conference management company that will provide best industry practices with already negotiated hotel/ event venue networks to find the top solution for each region's meeting needs. Often administrative personnel sign hotel and meeting contracts placing extreme risk to the organization based on attrition clauses / unused rooms and non-familiarity with contract loopholes that can ultimately cost the organization thousands of dollars in lost funds.

Due to the global reach of UNICEF's humanitarian organization it is essential to partner with a worldwide company that has the network and expertise to provide full service in all necessary regions and use their synergies and well-established relationships to negotiate the best deals on conference meeting management and hotels. Companies that have expertise in what is now referred to as Strategic Meetings Management (SMM) will have the staffing and network of subject matter experts in global travel management strategy that have experience in the following areas:

- Local market knowledge
- Low-cost producers
- Ability to drive superior value for an overall program

In addition, UNICEF regions and local offices arrange travel and hotel accommodations using local travel agencies and there is no way to keep track of actual spend or savings from a central headquarters location due to the vast number of agencies located worldwide. There is no visibility due to lack of shared data on what hotel chains are used, discounts being provided or even a simple benchmark to measure improvement.

UNICEF needs to have clear visibility to negotiate the best rates for event management and hotels rates in each region it operates by partnering with a provider that has the skills and expertise in this area.

2. Purpose

UNICEF is seeking service provider(s) for the provision of Event Management and Hotel Program Services for UNICEF Globally on a Long-Term Arrangement (LTA) basis for a period of 2 years with possibility of extension for up to two additional 1-year period at the discretion of UNICEF and subject to satisfactory performance and delivery of the services. The objectives being to reduce transaction costs and lead-time in the purchase of Event Management and Hotel Program Services while ensuring transparency. Information on countries where UNICEF works can be found under the following links <https://www.unicef.org/where-we-work>.

Based on last four years data, UNICEF globally spend approximately USD 42 million on about 5 thousand events. UNICEF, however, cannot warrant any minimum quantity of cases to be processed nor warrant any value will be spent in the future under the LTA.

3. Objective

The Long-Term Arrangement (LTA) with qualified Service Provider would cover the provision of Strategic Meetings Management (SMM) and pre-negotiated hotel/ event venue rates and related services hereafter referred to as “Event Management and Hotel Program Services”.

Event Management and Hotel Program Services shall include the following:

- a) Conference Package Services
 - Online portal to request, change and manage all events (including dashboard providing global overview and metrics of all events)
 - Venue including the required equipment and services (e.g., electronic equipment as needed such as laptops, printers, projectors, photocopier, laser pointers, etc., Wi-Fi connectivity, land-line telephone connectivity, stationery such as flipcharts and notebooks)
 - Registration desk
 - Breakfast/lunch/dinner
 - Coffee/tea breaks
 - IT support
 - Free valet parking
- b) Hotel accommodation (dependant and independent of attending an internal meeting) for participants, staff, and ancillary staff
- c) Transportation service: airport pickup and drop off and/ or transportation of participants (as requested/needed) using different sizes of vehicles depending on number of participants such as Sedan, Mini Van, Medium, and Large buses
- d) Translation and/ or interpretation services and booth as requested
- e) Audio-visual and equipment
- f) Photography services and video recording services as requested
- g) Printing of workshop materials such as folders, banners, flags, badges) and/ or photocopying
- h) Catering services
- i) General supervision of the event
- j) Management reports
- k) Financial reporting

4. Services to be furnished by the Service Provider

The Service Provider contracted will provide a wide range of Event Management and Hotel Program Services including the following:

The Service Provider shall upon request and receipt of duly authorized instructions from UNICEF facilitate, organize and make all necessary arrangements for hosting the event(s).

The exact requirements for each event shall be instructed by an online “Call of Order” request to be issued by UNICEF focal point. This shall a well-defined description of the requirements include arranging rental of hotel/ event venues and all associated facilities and services required for the event(s) as detailed below:

4.1 General

The Service Provider shall provide Event Management and Hotel Program Services **from 9.00 am to 5.00 p.m. (local time zone)** during normal working days. In addition, Service Provider shall provide support services as needed during scheduled event hours in local time zones (including nights, weekends and holidays as required). One of the Service Provider's employees shall always be reachable by phone and email.

The official Event Management and Hotel Program Services requirements shall be accorded the highest priority, noting that some of the events must be organized on short notice, thereby placing a priority on efficiency and rapid communication in handling all event management related matters. Under normal circumstances UNICEF will give 2-6 weeks' notice. Based on the provided event requirements, the Service Provider shall provide at least three competitive offers to provision the required Event Management and Hotel Program Services to UNICEF.

For audit purposes, an open book principle shall apply to support the operation between the Service Provider and UNICEF. In addition, the Service Provider shall upon request, substantiate all quotations by providing copies of original quotations from sub-contractors.

4.2 Conference Package Services

- 4.2.1 Provide an online meeting portal for UNICEF staff to request & manage a meeting/ hotel in desired location globally. As a reference, please refer to Table 1 for the UNICEF event and hotel major locations.
- 4.2.2 Identify, recommend and provide the venue including arrangement of equipment & services as applicable for each event.
- 4.2.3 Ensure all venue locations are safe and secure for accommodating UNICEF/UN staff members.
- 4.2.4 Ensure all venue and hotel locations have facilities for accommodating individuals with disabilities.
- 4.2.5 Preference for conference event and hotel accommodations to be included in the same venue.
- 4.2.6 The Service Provider shall provide at least three offers for requests for provision of Event Management and Hotel Program Services and UNICEF shall identify the most appropriate offer based on the three offers.
- 4.2.7 The Service Provider will negotiate best rates with 3 select hotels/ event venues in each identified city for UNICEF staff to select when booking online.
- 4.2.8 Following which the Service Provider shall make the booking of the venue of the event in a timely manner upon receiving meeting request.
- 4.2.9 During the process of identifying the event venue and as per UNICEF's request for each event, the Service Provider shall take into consideration the available facilities, such as adequate size, level of the hotels/ event venues, availability of VIP room(s) and of required equipment/material as indicated below under 4.6 – 4.8.
- 4.2.10 The Service Provider shall arrange coffee breaks, breakfast, lunch, dinner, or catering services according to UNICEF's instruction.
- 4.2.11 In case the event is to be conducted at a partner's premises, UNICEF will provide a partner contact person. The Service Provider shall arrange the venue in accordance with UNICEF's instruction.
- 4.2.12 UNICEF reserves the right to request changing the initial proposed venue by the Service Provider.
- 4.2.13 The Service Provider will present a detailed implementation plan documenting all processes and timelines.
- 4.2.14 Availability of one dedicated event manager during the event (provide contact details).
- 4.2.15 Availability of one dedicated IT Support during the event (provide contact details).
- 4.2.16 Free valet parking for the participants.

4.3 Conference Room

- 4.3.1 The room should be sufficiently bright with natural day light.
- 4.3.2 A minimum of 2 breakout rooms per conference room is available.
- 4.3.3 LCD projector per conference room per day including: screen, remote control, laser pointer and 2 Speakers.
- 4.3.4 A minimum of 2 wireless microphones for small and medium-sized conference rooms (50 people) and 4 pieces for large conference rooms (over 50 people).
- 4.3.5 A minimum of 4 flipcharts per conference room per day with block of paper and a set of markers for each.
- 4.3.6 A minimum of 2 white boards per conference room per day with set of markers and eraser for each.
- 4.3.7 Fibre link with minimum speed of 32 MB.
- 4.3.8 Backup internet line.
- 4.3.9 Free Wi-Fi internet connection for all participants.
- 4.3.10 A minimum of 10 Universal Adapters per conference room per day.
- 4.3.11 A minimum of one podium with one nick microphone.
- 4.3.12 Pens and notepads per participants per day.
- 4.3.13 Water and refreshments in the conference room: With/ without gas 0.5 litres per person per day should be placed on the tables in the conference room, refreshment candies and tissue papers.

4.4 Provision of accommodation for event participants or individuals

- 4.4.1 The Service Provider is required to book different types of accommodation rooms for both single and double occupancy as required for event participants or individuals.
- 4.4.2 The Service Provider shall book accommodation only for staff and/ or business partners as required in respect of official events.
- 4.4.3 The Service Provider shall make reservations of accommodations for the participants and provide confirming reservations list to UNICEF via email and online portal.
- 4.4.4 The Service Provider shall book accommodation with consideration to competitive group rates and/or UN rates, whenever applicable.
- 4.4.5 The Service Provider will ensure all venue locations selected are centrally located, easily accessible from local airports, easily accessible for individuals with disabilities and premises that are safe and secure for UNICEF/UN staff members.
- 4.4.6 Availability of Bed & Breakfast.
- 4.4.7 Availability of Late Check in/ Check out subject to availability.
- 4.4.8 Free Wi-Fi connection.
- 4.4.9 Availability of water with no extra charges.

4.5 Catering services

- 4.5.1 In certain instances, the Service Provider may be requested to provide offers of catering services for events where the venues do not provide such requirement or at the request of UNICEF as appropriate.
- 4.5.2 The Service Provider is expected to arrange quality and timely service as required.
- 4.5.3 Standard format for day meetings.
- 4.5.4 Welcome Coffee Break: A minimum set - Coffee, tea, milk, sugar
- 4.5.5 Two Coffee Breaks (morning and afternoon): A minimum set – water, juice, coffee, tea, milk, sugar, at least two types of soft drinks, at least two types of appetizers or dessert or dessert and fruits, and Vegetables.
- 4.5.6 Lunch: A minimum set – hot lunch in a buffet style (at least 2 appetizers, 3 main courses including 1 vegetarian, 2 deserts, soft drink, at least 2 types of fresh juice, water, and coffee/tea).

4.5.7 Dinner: A minimum set – hot dinner in a buffet style (at least 2 appetizers, 3 main courses including 1 vegetarian, 2 deserts, soft drink, at least 2 types of fresh juice, water, and coffee/tea).

4.5.8 Breakfast: A minimum set – breakfast buffet (assorted pastries/bread, hot dish choices, coffee, tea, at least 2 types of fresh juice, water).

4.6 Provision of Transportation Services

4.6.1 The Service Provider is also expected to provide transportation services for participants as required. These services shall include i) Airport pickup to and from place of event, ii) Transportation from and to location of event if the event is taking place in a Counterparts Premises, or any other location where the event could take place using specified vehicles.

4.6.2 The Service Provider shall provide safe and appropriate airport pick up /transfer for the participants in required standard, such as bus, taxi, or hire a suitable vehicle for VIP etc.

4.7 Translation and Interpretation

4.7.1 The Service Provider shall organize for timely translation to English including editing of documents and on-site interpretation and booths where required.

4.7.2 The Service Provider shall arrange to hire qualified interpreters/translators and interpretation booths as required.

4.8 Audio-visual and equipment

4.8.1 The Service Provider shall provide audio visual and electronic equipment such as laptops, printers or copiers upon request.

4.8.2 The Service Provider shall ensure the required equipment is checked before the event to ensure it is fully functional.

4.8.3 The Service Provider shall arrange for fully functional electronic and audio-visual equipment and workshop materials (such as banners and/ or flags banners, data shows, wireless microphones, audio systems, video services, decoration and signs, photography and stationary), teleconference equipment, interpretation system (booth, system, receivers and headsets).

4.8.4 In case that equipment is not available at the venue, the Service Provider shall provide offers from suppliers from outside of the venue based on consultation with UNICEF.

4.9 Photography and video recording services

4.9.1 The Service Provider shall provide timely professional photography and/ or video recording services as required.

4.9.2 The Service Provide shall ensure the equipment is in good condition before the event to avoid any interruptions during the event.

4.10 Printing and/ or photocopying of workshop materials

4.10.1 The Service Provider shall provide quality and timely printing of workshop materials (such as folders, banners, flags, badges) and/ or photocopying as per required specifications.

4.11 General Supervision of the event

4.11.1 The Service Provider shall provide secretarial services for assisting in events registration and coordination with hotel/ event venue management throughout the events executing period. A representative of the Service Provider may be required to be at the venue throughout the event.

4.11.2 The Service Provider shall organize the required services at the proposed agreed time.

- 4.11.3 The Service Provider shall assign at least one focal point to provide the needed support during each event as per UNICEF's instructions.
- 4.11.4 The assigned focal point should be able to arrange for simultaneous events to fulfil a satisfactory level the requirements of each event separately in line with UNICEF's requirements.
- 4.11.5 The Service Provider's employees shall perform their functions in a highly efficient and professional manner in line with UNICEF requirements.
- 4.11.6 The Service Provider shall nominate the supervisor(s) responsible for the overall management of UNICEF account.

4.12 Management Reports

- 4.12.1 The Service Provider shall provide UNICEF with management information reports consisting, at a minimum, of the following:
 - a) A concise quarterly narrative (not more than one page) of the activities, which shall be submitted to UNICEF within 15 calendar days after the end of the quarter. This report should identify problems, if any, and recommend solutions. Suggestions to enhance service should be included along with
 - b) A quarterly narrative report and summary (including year to date cumulative figures) of sales activity data, which shall be submitted to UNICEF within 15 days of the end of the quarter. This report should also show a detailed analysis of the number of events, location, number of participants and value. This report shall be submitted during the Quarterly meetings to take place at UNICEF to discuss performance issues and on-going cooperation
 - c) On-demand historical and future event data will be made available to UNICEF management through an on-line portal. A dashboard summarizing all events both past, present and future will help UNICEF management better track spend and best utilization of resources.

4.13 Financial Reporting

- 4.13.1 Each month the Service Provider shall submit a statement of account with supporting documents for reimbursement. The statement of account shall show the cost of event management services in USD. Payment by UNICEF will be in USD where the UN Exchange Rate would be the one used in converting the cost of services that requires third party invoices from the local currency to USD.
- 4.13.2 The Service Provider should provide UNICEF with updated information on rates for budgeting purposes.

4.14 Other Requirements:

- 4.14.1 The Service Provider should negotiate the best possible deals for UNICEF with hotels/ event venues and other sub-contractors where UNICEF shall have access to such deals, with consideration to competitive group rates and/ or UN rates, whenever applicable.
- 4.14.2 Any information provided to the Service Provider in terms of location of event, number of participants and any other related information should be dealt with strict confidentiality.
- 4.14.3 The Service Provider should have adequate capacity to provide services for VIP events and/ or VIP Guests.

4.15 Refunds

- 4.15.1 Any refunds, which, may accrue to UNICEF, shall be processed timely subject to applicable regulations within one month of occurrence of the event.

4.16 Service Provider Relations

- 4.16.1 Service Provider shall not favour any sub-contractor when making reservations.
- 4.16.2 The Service Provider shall maintain excellent relations with all sub-contractors for the benefit of UNICEF.
- 4.16.3 The Service Provider shall undertake to provide contacts between UNICEF and, inter alia, hotels/ event venues and car rental companies, and shall arrange for regular meetings between UNICEF and such entities for the benefit of UNICEF.
- 4.16.4 UNICEF shall appoint a focal point to organize Event Management and Hotel Program Services under the LTA(s).

4.17 Performance Evaluation and Review

- 4.17.1 Key Performance Indicators in relation to this Long-Term Arrangement are given in the table below:

No.	Description	Indicator
1.	Response Time to Received Online Requests	Confirmation e-mail on receipt of event request immediately upon receipt
2.	Ability to arrange events on scheduled time	Arrangement of event on the agreed dates and confirmation of availability of services within 48 hours of receipt of request
3.	Ability to provide competitive prices and negotiate rates with hotels/ event venues.	Regular spot checks on received quotations from hotels/ event venues and comparing quotes with the given market rate.
4.	Availability of timely support	<ul style="list-style-type: none">• Calls should be answered promptly.• Hot line support during event hours in local time zone
5.	Provision of reports on managed and arranged events with required details such as place, amount, and number of participants.	Provision of the Report on Quarterly basis by the 15 th of the following month.
6.	Transportation services provided on time as and when applicable	Feedback from UNICEF focal point through participants
7.	Provision of interpretation services	Feedback from UNICEF focal point and requestor on quality of services received
8.	Submission of invoices and related documents	Timely Correct Billing Submittals within 1 week after the event and statements of account by the 5 th of the following month
9.	Customer Complaints	All complaints should be addressed and resolved promptly

The Service Provider shall meet periodically with UNICEF to discuss issues of mutual concern, to review the Service Provider's performance and to discuss improvements, which the Service Provider or UNICEF should make to achieve more effective Event Management and Hotel Program Services and greater savings.

The Service Provider shall arrange meetings twice a year to discuss events updates and other even management matters with UNICEF. The Service Provider shall immediately make UNICEF aware of major industry changes, which have a broad impact on its event management policy or procedures.

4.18 Service Provider's Quality Assurance and Control

- 4.18.1 Quality assurance (QA) is the process of verifying whether service meets required customer expectations.
- 4.18.2 The Service Provider shall therefore monitor on a regular and continual basis the quality of Event Management and Hotel Program Services provided to UNICEF to ensure participants satisfaction. These procedures shall include a self-inspection system covering all the services to be performed under the Contract and shall include a method for monitoring, identifying and correcting deficiencies in the quality of service provided to UNICEF (this can be through a post-event survey for all meeting participants after each event).
- 4.18.3 UNICEF shall be notified of any deficiencies found and corrective action taken; such actions shall be included in the Service Provider's narrative report required under Section "4.12" above.
- 4.18.4 UNICEF reserves the right to conduct their own quality control surveys among meeting participants.
- 4.18.5 The Service Provider warrants that the personnel assigned to handle UNICEF event arrangements shall have a strong organization and coordination experience and shall constantly be trained to be kept up to date.
- 4.18.6 Service Provider should make a deliberate attempt to provide different event management services of the highest quality to ensure customer satisfaction and value for money.
- 4.18.7 Time Management is one of the most important elements of any event. The Service Provider shall ensure that all event logistical arrangements are run smoothly and on time by keeping very clear and concise communication with the key stakeholders
- 4.18.8 The Service Provider put in place a Risk Management plan for respective events should any unexpected situations arise.

4.19 Brief Description on Placement of Order Procedures Under Each LTA:

- 4.19.1 A Request for event shall be initiated by UNICEF staff via an online portal to be sent out to the Service Provider's assigned focal point within the relevant geographical area.
- 4.19.2 The Service Provider shall immediately confirm receipt of request for event via email and notification from the online portal.
- 4.19.3 The Service Provide shall submit at least three offers from hotels/event venues or other suppliers as and when applicable, unless there is only one clearly identified hotel/ event venue, where UNICEF will advise accordingly.
- 4.19.4 If the received quotations by the service provider do not satisfy UNICEF requirements in terms of pricing and location of hotel/ event venue, UNICEF events management focal point may verify with other Service Providers to ensure value for money.
- 4.19.5 The UNICEF events management staff will issue a Contract based on the offers provided and obtain the UNICEF Management and Service Provider signatures.

5. Payment Terms:

- 5.1 The Service Provider shall submit the event's invoice(s) to the requestor or focal point at UNICEF within 1 week from event closure.
- 5.2 The Service Provider shall settle all invoices with the hotel/ event venue or any other party entitled to be paid, in a timely manner.
- 5.3 UNICEF shall process payment of event invoice(s) within maximum 30 days from the date of finalizing the invoice(s).

Table 1

<p>UNICEF KEY CITIES PER REGION (UNICEF event and hotel major locations)</p>

REGION	Countries	Cities
EAPR	Thailand	Bangkok
	China	Beijing
	Indonesia	Jakarta
ESAR	Kenya	Nairobi
	South Africa	Johannesburg
	Tanzania	Dar es Salaam
	Uganda	Kampala
LACR	Panama	Panama City
	Argentina	Buenos Aires
	Jamaica	Kingston
	Colombia	Bogota
ECAR	Turkey	Istanbul
	Albania	Tirana
	Georgia	Tbilisi
	Azerbaijan	Baku
MENA	Jordon	Amman
	Morocco	Rabat
	Tunisia	Tunis
ROSA	Nepal	Kathmandu
	Bangladesh	Dhaka
	India	Delhi / NCR
WCAR	Senegal	Dakar
	Democratic Republic of Congo	Kinshasa
	Ghana	Accra
	Nigeria	Abuja

HEAD OFFICE HQ	Cities
Denmark	Copenhagen
Hungary	Budapest
Italy	Rome
Japan	Tokyo
South Korea	Seoul
Switzerland	Geneva
United States of America	New York