

## **REQUEST FOR PROPOSAL (RFP) LRPS-DSU-2016-9128368**

**24 October 2016**

### **UNITED NATIONS CHILDREN'S FUND (UNICEF)**

Wishes to invite you to submit a proposal for

#### **Development of the Communication for Behavior Change Strategy on Positive Parenting**

**SEALED Proposals** should be sent to:

UNICEF Moldova

LRPS-DSU-2016-9128368

131, 31 August 1989 street, Chisinau, Moldova

**E-Mail Proposals** should be sent to:

**chisinau@unicef.org**

For Technical proposal the subject will be LRPS-DSU-2016-9128368 – Technical

For Financial proposal the subject will be LRPS-DSU-2016-9128368 – Financial

### **IMPORTANT – ESSENTIAL INFORMATION**

The reference **LRPS-DSU-2016-9128368** must be shown on the envelope containing the Technical Proposal and on the envelope containing the Price Proposal, as well as on the outer packaging containing both envelopes.

The bid form must be used when replying to this request for proposal.

The Proposals **MUST** be received at the above address by latest 23:59 (Moldova time) on **14 November 2016**. Due to the nature of this RFP, there will be no public opening of proposals.

Proposals received after the stipulated date and time will be invalidated.

It is important that you read all of the provisions of the request for proposal, to ensure that you understand UNICEF's requirements and can submit a proposal in compliance with them. Note that failure to provide compliant proposals may result in invalidation of your proposal.

## BID FORM

**THIS PAGE/BID FORM** must be completed, signed and returned to UNICEF. Bid must be made in accordance with the instructions contained in this Request for Proposal.

## TERMS AND CONDITIONS OF CONTRACT

Any Contract or Purchase Order resulting from this INVITATION shall contain UNICEF General Terms and Conditions and any other Specific Terms and Conditions detailed in this INVITATION.

## INFORMATION

Any request for information regarding this INVITATION must be forwarded by fax to the attention of the person who prepared this document, with specific reference to the Invitation Number.

The Undersigned, having read the Terms and Conditions of RFP **LRPS-DSU-2016-9128368** set out in the attached document, hereby offers to supply the services specified in the schedule at the price or prices quoted, in accordance with any specifications stated and subject to the Terms and Conditions set out or specified in the document.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name & Title: \_\_\_\_\_

Company: \_\_\_\_\_

Postal Address: \_\_\_\_\_

Tel. No.: \_\_\_\_\_

E-mail: \_\_\_\_\_

Validity of Offer: \_\_\_\_\_

Currency of Offer: \_\_\_\_\_

Please indicate after having read UNICEF Payment Terms which of the following Payment Terms are offered by you:

10 Days, 3.0% \_\_\_\_\_ 15 Day, 2.5% \_\_\_\_\_ 20 Days, 2.0% \_\_\_\_\_ 30 Days, Net \_\_\_\_\_

Other Trade Discounts: \_\_\_\_\_

## **1.0 PROCEDURES AND RULES**

### **1.1 ORGANISATIONAL BACKGROUND**

UNICEF is the agency of the United Nations mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. Guided by the Convention on the Rights of the Child UNICEF strives to establish children's rights as international standards of behaviour towards children. UNICEF's role is to mobilise political will and material resources to help countries ensure a "first call for children". UNICEF is committed to ensuring special protection for the most disadvantaged children.

UNICEF carries out its work through its headquarters in New York, 8 regional offices and 125 country offices world-wide. UNICEF also has a research centre in Florence, a supply operation based in Copenhagen and offices in Tokyo and Brussels. UNICEF's 37 committees raise funds and spread awareness about the organisation's mission and work.

### **1.2 PURPOSE OF THE RFP**

The purpose of this RFP is to obtain proposals for **Development of the Communication for Behavior Change Strategy on Positive Parenting**.

### **1.3 FORECAST SCHEDULE**

The schedule of the contractual process is as follows:

Closing date and time for submission of full proposal: 23:59 (Moldova time) on 14 November 2016

Bids opening: 15 November 2016

### **1.4 RFP CHANGE POLICY**

All requests for formal clarification or queries on this RFP must be submitted in writing via e-mail at [chisinau@unicef.org](mailto:chisinau@unicef.org) / via fax at 37322-02-44. Please make sure that the e-mail or fax mentions the RFP reference number.

Only written inquiries will be considered. Please be informed that if the question is of common interest, the answer will be shared with all potential RFP bidders.

Erasures or other corrections in the proposal must be explained and the signature of the applicant shown alongside. 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. Proposals may be withdrawn on written request received from bidders prior to the opening time and date. Bidders are expected to examine all instructions pertaining to the work. Failure to do so will be at bidder's own risk and disadvantage.

### **1.5 RFP RESPONSE FORMAT**

Full proposals should be submitted in ENGLISH and must be received not later than 23:59 (Moldova time) on **14 November 2016** in one (01) original and one (01) copy, duly signed and dated. Bidders must submit a sealed proposal, with two **separate sealed envelopes inside for a) the Technical Proposal and b) the Price Proposal**.

Sealed proposals must be securely closed in suitable envelopes and dispatched to arrive at the UNICEF office indicated no later than the closing time and date. They must be clearly marked as follows:

- Outer envelope: Name of company  
RFP number **LRPS-DSU-2016-9128368**  
UNICEF Moldova  
131, 31 August 1989 street, Chisinau, Moldova
- Inner envelope – technical proposal: Name of company, RFP number - technical proposal
- Inner envelope - price proposal: Name of company, RFP number - price proposal

Proposals received in any other manner will be invalidated.

Sealed proposals received prior to the stated closing time and date will be kept unopened. The responsible officers will open technical proposals when the specified time has arrived and no proposal received thereafter will be considered. UNICEF will accept no responsibility for the premature opening of a proposal not properly addressed or identified. Any delays encountered in the mail delivery will be at the risk of the bidder.

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

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

The bidder must also provide sufficient information in the proposal to address each area of the Proposal Evaluation contained in 1.10 to allow the evaluation team to make a fair assessment of the candidates and their proposal.

Proposals sent by e-mail should be submitted in ENGLISH and must be received not later **23:59 (Moldova time) on 14 November 2016** in one (01) e-mail for the **Technical Proposal** containing a scanned copy duly signed and dated with the e-mail subject **LRPS-DSU-2016-9128368 – Technical** and one (01) e-mail for the **Price Proposal** containing a scanned copy duly signed and dated with the e-mail subject **LRPS-DSU-2016-9128368 – Financial**.

The official address for e-mail submission will be [chisinau@unicef.org](mailto:chisinau@unicef.org). The e-mail sent shall be free from viruses and corrupted files. Max. File Size per transmission: 5 MB. Please secure the Financial Proposal \*.pdf document with a password on document view; the password shall not be provided until requested further by UNICEF.

## 1.6 BIDDER RESPONSE

### 1.6.1 Formal submission requirements

The formal submission requirements as outlined in this Request for Proposal must be followed, e.g. regarding form and timing of submission, marking of the envelopes, no price information in the technical proposal, etc.

### 1.6.2 Bid Form

The completed and signed bid form must be submitted together with the proposal.

### 1.6.3 Mandatory criteria

All mandatory (i.e. must/have to/shall/should) criteria mentioned throughout this Request for Proposal have to be addressed and met in your proposal.

### 1.6.4 Technical Proposal

The technical proposal should address all aspects and criteria outlined in this Request for Proposal, especially in its statement of work, terms of reference and paragraph 1.10 of this Request for Proposal, and Paragraph 8 of the ANNEX I – STATEMENT OF WORK AND TERMS OF REFERENCE. 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.

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

### 1.6.5 Price Proposal

The price proposal should be as per but not limited to paragraph 1.10 of this Request for Proposal and paragraph 9 of the ANNEX I – STATEMENT OF WORK AND TERMS OF REFERENCE.

### 1.6.6 Checklist for submission of proposals

- Bid form filled in and signed
- Envelope for technical proposal
  - Technical proposal inside
  - Technical proposal does not contain prices
  - Envelope is sealed
  - Envelope is marked as follows:
    - Name of company, RFP number - technical proposal
- Envelope for price proposal
  - Price proposal inside
  - Envelope is sealed
  - Envelope is marked as follows:
    - Name of company, RFP number - price proposal
- 1 outer envelope
  - Containing  bid form,  envelope for technical proposal, and  envelope for price proposal

- Envelope is sealed
- Envelope is marked as follows

Name of company  
LRPS-DSU-2016-9128368  
131, 31 August 1989 street, Chisinau, Moldova

## **1.7 CONFIDENTIAL INFORMATION**

Information, which the bidder considers proprietary, should be clearly marked "proprietary", if any, next to the relevant part of the text, and UNICEF will treat such information accordingly.

## **1.8 RIGHTS OF UNICEF**

UNICEF reserves the right to accept any proposal, in whole or in part; or, to reject any or all proposals. UNICEF reserves the right to invalidate any Proposal received from a Bidder who has previously failed to perform properly or complete contracts on time, or a Proposal received from a Bidder who, in the opinion of UNICEF, is not in a position to perform the contract. UNICEF shall not be held responsible for any cost incurred by the Bidder in preparing the response to this Request for Proposal. The Bidder agrees to be bound by the decision of UNICEF as to whether her/his proposal meets the requirements stated in this Request for Proposal. Specifically, UNICEF reserves the right to:

- contact any or all references supplied by the bidder(s);
- request additional supporting or supplementary data (from the bidder(s));
- arrange interviews with the bidder(s);
- reject any or all proposals submitted;
- accept any proposals in whole or in part;
- negotiate with the service provider(s) who has/have attained the best rating/ranking, i.e. the one(s) providing the overall best value proposal(s);
- contract any number of candidates as required to achieve the overall evaluation objectives.

## **1.9 PROPOSAL OPENING**

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

## **1.10 PROPOSAL EVALUATION**

After the opening, each proposal will be assessed first on its technical merits and subsequently on its price. The proposal with the best overall value, composed of technical merit and price, will be recommended for approval. UNICEF will set up an evaluation panel composed of UNICEF staff and their conclusions will be forwarded to the internal UNICEF Contracts Review Committee, if applicable.

The evaluation panel will first evaluate each response for compliance with the requirements of this RFP.

Responses deemed not to meet all of the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this RFP, including provision of all required information, may result in a response or proposal being disqualified from further consideration.

The proposals will be evaluated against the following:

<b>CATEGORY</b>	<b>POINTS</b>
1. Technical Evaluation Criteria	70

Only proposals which receive a minimum of 50 points will be considered further.

2. Price Proposal	30
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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.:

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

**Total Technical and Price** **100 Pts**

The price/cost of each of the technically compliant proposals shall be considered only upon evaluation of the above technical criteria.

The bidders should ensure that all pricing information is provided in accordance with the following: The currency of the proposal **shall be in MDL**. The bidder will suggest a payment schedule for the Contract, linked to unambiguous Contract milestones. All prices/rates quoted must be **exclusive of all taxes** as UNICEF is a tax-exempt organization.

### 1.11 PROPERTY OF UNICEF

This RFP, along with any responses there to, shall be considered the property of UNICEF and the proposals will not be returned to their originators. In submitting this proposal the bidder will accept the decision of UNICEF as to whether the proposal meets the requirements stated in this RFP.

## **1.12 VALIDITY**

Proposal must be valid for a minimum of ninety (90) days from the date of opening of this RFP and must be signed by all candidates included in the submission. For proposals from institutions, the proposal must also be signed by an authorised representative of the institution. Bidders are requested to indicate the validity period of their proposal in the Proposal Form. UNICEF may also request for an extension of the validity of the proposal.

## **1.13 CONTRACTUAL TERMS AND CONDITIONS**

The UNICEF Special and General Terms and Conditions are attached and will form part of any contract resulting from this RFP.

## **1.14 FULL RIGHT TO USE AND SELL**

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

## **1.15 PAYMENT TERMS**

Payment will be made only upon UNICEF's acceptance of the work performed in accordance with the contractual milestones. The terms of payment are Net 30 days, after receipt of invoice and acceptance of work. Payment will be effected by bank transfer in the currency of billing. Financial proposals should include proposed stage payments.



## **ANNEX I – STATEMENT OF WORK AND TERMS OF REFERENCE**

**Duration:** November 2016 - March 2017

**Location:** Chisinau and two local missions in up to 2 rayons (in-country missions and distance mode of working)

### **1. Background**

Positive and supportive parenting is integral to child's physical and mental health, development and wellbeing, not just in children's early years but also throughout childhood and adolescence and into adulthood. It includes providing a positive role model, setting appropriate boundaries and applying them consistently, all of which is integral to a secure, safe and nurturing home environment.

Children who grow in a secure, loving and nurturing home environment are better able to withstand life's challenges and achieve their full potential. Consistent positive parenting helps to develop children's strong self-control, reduce risks and build children's resilience to cope with setbacks. Effective parenting has then long-term benefits for communities and the country as a whole. Research also proves that poor parenting practices have been associated with adolescent emotional and behavioural problems.

Evidence collected indicates that there is a need to improve parenting skills nationally in Moldova. In accordance with the findings of the 2009 ECCD KAP study<sup>1</sup>, there is little progress on the number of families applying positive care practices compared to the 2003 KAP Study<sup>2</sup>. The KAP study findings show that the indicator on parents playing with their children is exceeding the target (over 90%), while the two other indicators on knowing danger signs (83% in 2003 versus 81% in 2009) and regularly reading to children (30% in 2009 versus 37% in 2003) have reversed. Only 5% of families consider that children with disabilities should attend the kindergarten and no more than 46% of families would allow their children to play with a child who has a disability. More than 20% of families are not accepting the disabilities of their own children and prefer to keep them in boarding schools. Physical punishment is wide-spread, with children under 1 year being beaten in 16% of cases and 6-7 year old children in 57% of cases.

More recent data<sup>3</sup> demonstrate that 76% of children 2-14 years of age experienced a violent method of discipline (74% richest versus 82% poorest), 66% of 2-4 years of age experienced psychological aggression and 59% of them experienced physical punishment. Even though the practice of violent disciplining is common, only 15% of adults believe that a child needs to be physically punished<sup>4</sup>.

The likelihood of violent disciplining of children aged 2-14 years is higher among those living in poorest families. The younger the child is, the more likely s/he is to be physically punished. Existing social norms are exacerbated by high alcohol consumption by parents, unemployment, single parenthood and other stress factors. Parents do not know how to discipline their children without violence and need to be educated on positive discipline methods and acquire positive parenting skills.

Parents face additional problems in their communication with the teenagers. Adolescence is a critical time of human development, when young people develop the professional and social skills they need to make a living, raise a family, maintain a circle of supportive friends and meet other challenges of life. Adolescence is also the time when many behavioural and psychological problems begin — toxic substance use, delinquency, depression, risky sexual behaviour, academic failure, and school dropout. Parents have very limited skills on how to deal with the changes in teenagers; how to deal with high-risk situations such as drug and alcohol use and abuse; how to discuss sexuality related issues with teenagers etc. The data of the Study on Knowledge, Attitudes and Practices of Adolescents<sup>5</sup> shows that every third

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1 National Survey: Early Childhood Care and Development: Family Knowledge, Attitudes and Practices, UNICEF/Government, Chisinau, 2010

2 National Survey: Early Childhood Care and Development: Family Knowledge, Attitudes and Practices, UNICEF/Government, Chisinau, 2003

3 Monitoring the situation of children and Women, MICS, Chisinau, 2014

4 Monitoring the situation of children and Women, MICS, Chisinau, 2014

5 Study on Knowledge, Attitudes and Practices of Adolescents, Chisinau, 2012

adolescent has learned about pregnancy related issues, contraception and STIs from the Internet, and even more of them from their peers. At the same time, adolescents are eager to receive more information on these topics from parents and professionals (health workers and teachers).

For the last four years, UNICEF in cooperation with line ministries and other partners, implemented a series of interventions aimed at re-dressing the situation and improving parental knowledge, attitudes and skills on positive parenting.

Mentoring coupled with Advocacy, Communication for Social Change and social partnerships built at the local level, helped changing mind-sets about inclusion and support the poorest and most marginalized caregivers to improve their positive competences and skills on positive parenting in 340 localities (36%) of the country. Consequently, for a period of a year, 952 professionals (educators, medical and social assistants) were mentored and monitored on their work with caregivers of young children under seven. Based on identified needs, 3,448 vulnerable caregivers benefitted of individual counseling. The results of the pre and post surveys show positive shifts in caregivers' parenting practices. Accordingly, the rate of fathers engaged in reading with their children reached 32% in 2014 versus 8% in 2013, the rate of caregivers who accept diversity reached 63% in 2014 versus 30% in 2013 and the rate of parents applying non-violent disciplining methods reached 51 per cent in 2014 versus 24% in 2013. The rate of cross-sectorial professionals applying ECD comprehensive practices in their work with parents also increased reaching 37% versus 20% for the same period of time.

Training for professionals from the education sector was organized in 6 districts (Anenii Noi, Causeni, Cimislia, Hancesti, Leova and Straseni) and 2 municipalities (Balti and Chisinau). Thus, 420 education professionals (managers, deputy directors for education, psychologists, teachers) were trained on developing child abuse prevention activities and positive parenting using the Grain of Sand methodology.

Findings of the report on WASH at preschool level<sup>6</sup> proves that additional efforts are needed to change personal caregivers' beliefs and second-order empirical expectations regarding regular use of hygiene practices. Therefore, a special focus should be placed on improving parental knowledge, attitudes and skills on regular use of hygiene practices among children and promotion of lifelong health from an early age.

UNICEF initiated also Public Private Partnerships on ECD and parenting through which over 1-million citizens were reached by positive message. Communication for Social Change helped changing mind-sets about inclusion and gender stereotypes and boosted the preschool enrollment to 85% and father's engagement to 47% nationally.

A web site for parents [www.sintparinte.md](http://www.sintparinte.md) was launched with UNICEF support.

The web-site aims at ensuring balanced presentation of both men and women as equally responsible parents for their children. In this sense, all the posts on the website, and the pictures on photo galleries cover equally men and women. The posted articles encourage men to take a bigger role and engage in children's care and education and break the stereotype that mothers are the main caregiver in a family.

Parenting skills need to be improved among young parents, particularly those in rural areas or coming from disadvantaged families, as parents who lack parenting knowledge and skills are unable to provide their children with the necessary conditions for their adequate development<sup>7</sup>. As a result, school preparedness of these children is quite low which has a direct impact on their learning outcomes, school attendance and the risk of drop-out in future.

More literate, educated and economically better-off parents and caregivers adopt more positive care practices compared to poorer families, indicative of the need to sharpen the focus on the most vulnerable families including the Roma.

The positive parenting is encouraged also by the Council of Europe, as it "refers to parenting behaviour based on the best interests of the child that is nurturing, empowering, non-violent and provides recognition and guidance which

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6 Summary of the report on Quality of Water, sanitation and hygiene practices in preschools of the Republic of Moldova, UNICEF 2016

7 National Survey: Early Childhood Care and Development: Family Knowledge, Attitudes and Practices, UNICEF/Government, Chisinau, 2010

involves setting of boundaries to enable the full development of the child. The goal of policy and measures should be the harmonious development (in all its dimensions) and proper treatment of children, with due regard for their fundamental rights and dignity. As a priority, measures should be taken to eliminate all child neglect and abuse and physical or psychological violence (including humiliation, degrading treatment and corporal punishment).<sup>8</sup> With this, recommendation recognizes that parenting should be designated as a domain of public policy and states shall take all the necessary measures for supporting parenting and creating the conditions necessary for *positive parenting* essentially recognizing that parenting plays a fundamental role in society and for its future<sup>9</sup>.

Council of Europe also recommended<sup>10</sup> that "key messages on positive parenting should be issued to all parents and persons providing care and involved in the rearing of a child on a daily basis (such as child minders or school staff). These messages should make clear how the child is to be respected as a person and how his/her participation should be promoted, and that parents have rights as well as responsibilities. Key messages should be drawn up on the basis of consultation with all the stakeholders involved, especially parents, service providers and children, and be monitored to ensure that they are effective and are being adhered to".

In order to improve care-givers knowledge and skills on positive parenting, UNICEF supported the Government to elaborate a cross-sectoral Strategy on Developing Parental Abilities and Competencies, 2016-2022, which was officially approved in July 2016. UNICEF will also provide technical support to the Government in the development of an Action Plan for the implementation of the cross-sectoral Strategy on Developing Parental Abilities and Competencies.

## 2. Purpose of the institutional consultancy

The purpose of this institutional consultancy is to provide strategic support in communication for behavior change (C4BC) to Ministry of Education, Ministry of Health, Ministry of Labor, Social Protection and Family and other relevant ministries and stakeholders aimed at improving positive parenting skills and reducing harsh, violent and abusive practices among parents/ primary caregivers of children (0-18 years). Specific components of this consultancy will be: the development of comprehensive communication for behavior change (C4BC) package, including development of key messages, C4BC materials, roll out strategy and implementation Plan aiming to increase caregivers' understanding on the importance of positive parenting and its benefits for children and to address social norms allowing violent behaviors towards children and adolescents.

The focus of the C4BC package will be parents and caregivers. The C4BC strategy should ensure national coverage and will aim to change parents'/caregivers' attitudes and behaviors in order to foster positive, responsive, sensitive and nurturing child rearing practices, in safe and stimulating environments for their children. The C4BC Strategy will be used also to raise awareness among the general public and create broad public engagement in promoting positive parenting competencies and skills. Additional C4BC messages will be crafted for policy makers, to build awareness allowing the promotion and encouragement of positive parenting and develop adequate tailor made services.

The expected outcome of the consultancy is the development of a comprehensive C4BC Strategy and Action Plan that will contribute to change social norms and practices ensuring a holistic child development within a nurturing environment in accordance with the individual child needs. The C4BC Strategy should be able to reflect priorities and be easy to integrate in national sectoral policies and standards in ensuring the best interest of the child is taken into consideration.

The assignment will be conducted in close cooperation with government and local CSO partners to ensure country ownership of the products and further country leadership in implementing this C4BC Strategy.

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8 Council of Europe (2006). Recommendation 19 on policy to support positive parenting

9 Council of Europe (2006). Recommendation 19 on policy to support positive parenting

10 Council of Europe (2006). Recommendation 19 on policy to support positive parenting

The consultancy is expected to be carried out within a 6-month period, starting from November 2016 and ending in March 2017.

### 3. Objectives of the consultancy

During the term of this consultancy, the Contractor will be responsible for the following major duties and end results:

1. Review of existing C4BC packages and/or communication campaigns carried by Ministries and CSO partners
2. Review of relevant literature (surveys and studies) which will help identify persisting negative parenting practices and behaviours and prevailing social norms especially in regard to vulnerable groups (e.g. Roma, children with disabilities)
3. Conduct focus group discussions aiming to identify issues, barriers, influencers, and audiences for behaviour change interventions
4. Develop comprehensive C4BC strategy (and proposed costed national rollout plan) aiming to promote positive parenting skills with focus on key topics (but not limited to the listed here):
  - Violence against children, including violent disciplining and discrimination
  - Support to learning
  - Adequate child care practices (including health, hygiene and nutrition)
  - Communication and support to adolescents aiming to prevent risky behaviours

This component of the work will include:

- Thorough review of relevant national policies, strategies and normative framework
- Recommendations for relevant normative or policy changes ensuring incorporation of C4BC requirements in national action promoting positive parental skills (as required)
- Recommendations for tailor made, sector specific capacity building efforts ensuring simultaneous targeted actions to improve awareness and capacities of authorities at various levels addressing social norms.
- Identification of focus groups for influencing (parents and other), development of key messages and required sets of C4BC materials (including their content)

The strategy, action plans and key C4BC materials will be developed in consultation with UNICEF and key government and CSO partners. The draft strategy and roll out plan will be validated at a round table before finalization.

### 4. Details of how the work should be delivered

The contractor will undertake a mix of in-country and distance mode of working based on the agreed work-plan. The consultancy is planned for 53 working days between November 2016 and March 2017, of which 9 days will be in the country. The consultancy will involve two in-country missions. First mission will be dedicated to conducting field evaluation to supplement the findings from available research and get a deeper insights into the country needs. During the second mission, the contractor will conduct a validation workshop of the draft C4BC Strategy with government and CSO partners.

The team leader will develop activities according to the schedule bellow, and in close consultation with UNICEF Moldova:

Nr.	Activity	Deliverables	Tentative deadlines*
1	Review of existing C4BC packages and/or communication campaigns carried by Ministries and CSO partners	Comprehensive list with short description on initiatives carried out in the past 5 years	
2	Review of relevant literature (surveys)	Short report on persisting	

	and studies) which will help identify persisting negative parenting practices and behaviours and prevailing social norms especially in regard to vulnerable groups (e.g. Roma, children with disabilities)	negative parenting practices and behaviours and prevailing social norms especially in regard to vulnerable groups (e.g. Roma, children with disabilities) identified	7 working days for both points 1 and 2
3	Conduct focus group discussions aiming to identify issues, barriers, influencers, and audiences for behaviour change interventions	Detailed agenda for the mission, including schedule of interviews  Short report- summary of FGDs highlighting findings from the focus group discussions issues, barriers, influencers, and audiences for behaviour change interventions)	Total 9 working days, of which:  6 working days in the country  3 working days for the preparation of the short report
4	Develop comprehensive C4BC strategy (and proposed costed national rollout plan) aiming to promote positive parenting skills with focus on key topics	Draft C4BC Strategy and costed implementation/ roll put plan	15 working days (including UNICEF reviews and feedback)
5	Development of key messages and sets of C4BC materials (including their content) for influencing identified focus groups	Key messages and required sets of C4BC materials (including their content)	15 working days (including UNICEF reviews and feedback)
6	Organize validation workshop	Workshop agenda  Support materials, including power point presentation	3 working days in the country
7	Revise and finalize the C4BC Strategy and Implementation Plan following validation workshop feedback	Final version of C4BC Strategy and Implementation Plan	4 working days
	TOTAL"		53 working days

\* Exact deadlines will be mutually agreed upon contract signature.

## 5. Reporting requirements

- Monthly briefs / work progress reports
- Other deliverable - as outlined under p. 4 above

## 6. Performance indicators for evaluation of results

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in ToR;
- Compliance with the established deadlines for submission of deliverables;

- Quality of work/ quality of deliverables;
- Demonstration of high standards of work with UNICEF and with counterparts.

## 7. Qualifications and experience

### Institution/Company

- National or International company/organization;
- Minimum of 5 years of experience in C4D/C4BC area;
- Demonstrated experience in the CEE/CIS region is a strong asset;
- Previous work with UNICEF or other UN agencies on similar assignments is an asset.

### Key expert(s) of the Contractor

- Advanced academic degree in Communication, Public Relations, Social science;
- At least 5 years of demonstrated professional experience in the field of communication, behaviour and social change communication, public affairs, public relations;
- Experience in undertaking C4D/C4BC strategic planning and development of communication strategies focused on behaviour changes;
- Familiarity with Education on Positive Parenting will be an advantage;
- Fluency in English is required; Ability to speak Romanian and Russian will be an advantage.

## 8. Content of technical proposal

### Structure of the Technical Proposal

The Technical Proposal should include but not limited to the following:

- Corporate Profile highlighting the bidders qualifications and experience in implementing the assignment, please include details of specific experience with similar assignments in the past five years
- Detailed understanding of UNICEF's requirements for this assignment and bidders value proposition
- Detailed Methodology/approach to project demonstrating how you meet or exceed UNICEF requirements for this assignment
- Proposed timeline and milestones.

Bidders are requested to back up their submissions by providing:

- Evidence in the form of job completion certificate, contracts and/or references.
- Three case studies containing the following information:
  - Name of Client
  - Title of the Project
  - Year and duration of the project
  - Scope of the Projects/Requirements
  - Proposed Solutions and Outcome – include visuals, web-links, etc.
  - Team members on each of the project and their specific roles
  - Project timelines (start and end date year, and any other information necessary)
  - Reference /Contact person details
- Details of the Proposed Team for the assignment including the following information:
  - Title/Designation of each team member on the project
  - Educational qualifications and professional experiences
  - Past experience in working on C4D/C4BC strategy development – List all similar projects they worked on and their roles on those project.
- Project implementation and work plan showing the detailed sequence and timeline for each activity and days necessary for each proposed team member
- Quality assurance mechanism and risk mitigation measures put in place

## 9. Financial Proposal

The financial proposal shall indicate total lump sum amount, as well as a detailed breakdown of budget items. Payments will be based on outputs, i.e. upon delivery of the services specified in the TOR.

## 10. Evaluation criteria for selection

Interested institutions/companies will submit both a Technical Proposal and a Financial Proposal. The proposals will be evaluated against the following criteria:

Technical Criteria	Technical Sub-criteria	Maximum Points
<b>Overall Response</b>	Completeness of the response	5
	Overall concord between RFPS requirements and proposal	5
<b>Maximum Points</b>		<b>10</b>
<b>Company and Key Personnel</b>	Range and depth of experience with similar projects (Expertise in developing and implementing behaviour change communication strategies targeting parents/caregivers education with a special focus on the most disadvantaged. Experience in the South-east European region )	15
	Number of customers, size of projects, number of staff per project	5
	Client references	5
	Key personnel: relevant experience and qualifications (Advanced academic degree in Communication, Public Relations, Social science; Experience in undertaking C4D strategic planning and development of communication strategies focused on behaviour changes. Familiarity with education on positive parenting will be an advantage	15
<b>Maximum Points</b>		<b>40</b>
<b>Proposed Project Methodology and Approach</b>	Project plan & Technologies used - compatibility with UNICEF	10
	Project management, monitoring and quality assurance process	10
<b>Maximum Points</b>		<b>20</b>
<b>Total Maximum obtained for Technical Criteria</b>	(Note: the total maximum score must be equivalent to the weight assigned to the technical score)	<b>70</b>
<b>Minimum score for technical</b>		<b>50</b>

## compliance

The total amount of points to be allocated for the price component is 30. The maximum number of points (30) will be allotted to the lowest price proposal of a technically qualified offer. Points for other offers will be calculated as **Points (x) = (lowest offer/ offer x) \* 30**.

Contract will be awarded to the offeror who obtains the highest cumulative score (technical + price points).

### 11. Payment schedule

The payment will be linked to the following deliverables upon satisfactory completion and acceptance by UNICEF:

- 30 per cent after submission of the first set of deliverables (Current Assessment and Design of the C4BC Strategy), and
- 30 per cent after submission of the Draft C4BC Strategy and Implementation Plan
- 40 per cent after submission of the second set of deliverables (Final version of the C4BC Strategy and Implementation Plan in English and Romanian languages).

### 12. Definition of supervision arrangements

The selected organization will work under direct supervision of the Deputy-Representative and ECD Officer in cooperation with other UNICEF staff. Fees will be rendered upon written approval by the UNICEF Supervisor, and contingent upon the quality of deliverables.

UNICEF will regularly communicate with the selected organization and provide formats for reports, feedback and guidance on performance and all other necessary support so as to achieve objectives of the research, as well as remain aware of any upcoming issues related to experts' performance and quality of work.

### 13. Description of official travel involved

The consultancy is designed for 53 working days between November 2016 and March 2017, of which 12 days in the country, and will require both international and an estimated two local travels.

A travel plan will be included in the first set of deliverables submitted by the selected organization. All travel arrangements and expenses are covered by the selected company and should be included in the financial offer (lump sum). The calculation of the travel should be done based on the following: i) travel cost shall be calculated based on economy class travel, regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by International Civil Service Commission (ICSC). Unexpected travels shall also be treated as above.

### 14. Support provided by UNICEF

To achieve the above-mentioned objectives, UNICEF will facilitate the contact with the Ministry of Education, Ministry of Labour, Social Protection and Family and other ministries, CSOs and other relevant stakeholders, and will provide timely feedback to all deliverables to be presented by the contracted organization. If need be, UNICEF will provide support in contacting other relevant stakeholders during the assignment process.



## ANNEX II - UNICEF SPECIAL TERMS AND CONDITIONS

### 1. UNETHICAL BEHAVIOUR

UNICEF strictly enforces a policy of zero tolerance concerning unethical, unprofessional or fraudulent acts of UNICEF bidders. Accordingly, any registered bidder that is found to have undertaken unethical, unprofessional or fraudulent activities will be suspended or forbidden from continuing business relations with UNICEF.

### 2. CORRUPT AND FRAUDULENT PRACTICES

UNICEF requires that all bidders associated with this Invitation to Bid/Request for Proposal 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 any thing 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 bidders (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 have engaged in any corrupt or fraudulent practices in competing for the contract in question;

(c) will declare a bidder 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.

### 3. GUIDELINES ON GIFTS AND HOSPITALITY

Bidders 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.

### 4. LATE DELIVERY

Without limiting any other rights or obligations of the parties hereunder, if the Contractor will be unable to deliver the services by the delivery date stipulated in the Contract, the Contractor shall (i) immediately consult with UNICEF to determine the most expeditious means for delivering the services and (ii) use an expedited means of delivery, at the Contractor's cost, if reasonably so requested by UNICEF.

### 5. RIGHTS OF UNICEF

In case of failure by the Contractor to perform under the terms and conditions of this Contract, UNICEF may, after giving the Contractor reasonable notice to perform and without prejudice to any other rights or remedies, exercise one or more of the following rights:

(a) procure all or part of the services from other sources, in which event UNICEF may hold the Contractor responsible for any excess cost occasioned thereby. In exercising such rights UNICEF shall mitigate its damages in good faith;

(b) refuse to accept delivery of all or part of the services;

(c) terminate the Contract without any liability for termination charges or any other liability of any kind of UNICEF;

(d) for late delivery of services or for services which do not meet UNICEF's terms of reference/statement of work and are therefore rejected by UNICEF, claim liquidated damages from the Contractor and deducts 0.5% of the value of the services pursuant to a Contract per additional day of delay, up to a maximum of 10% of the value of the Contract. The payment or deduction of such liquidated damages shall not relieve the Contractor from any of its other obligations or liabilities pursuant to this Contract.

## **ANNEX III - 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-à-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.
- (e) 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, forthwith, 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**

1. 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.
2. 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.