

## **Annex B: TERMS OF REFERENCE (TOR)**

**RFPS-NYH-2026-503973**

### **Consultancy Services – Data Governance Framework Design and Data Catalog System Implementation, UNICEF Supply Division**

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**IMPORTANT NOTES:** The TECHNICAL PROPOSAL and accompanying documents shall be completed and returned by the Proposer in a separate email totally separated from the COMMERCIAL PROPOSAL.

To facilitate responses, we have provided the documents in editable form so that the Proposer can insert answers directly in the document (rather than retyping). However, please note that UNICEF valid requirements are the ones indicated in the PDF version and that the Proposer is not permitted to modify them in any way. Modifications of our stated requirements will be reason for disqualification of the proposal.

Please refer to RFPS document - "Instructions to Proposers" for detailed information on the submission of proposals, particularly Sections 1. Marking and Returning of Proposals (including 1.1. to 1.6) and Section 1.7 (E-mailed proposals).

As per above mention document, **Technical Proposal and Commercial Proposal must be submitted as separate EMAILS.** The size of each EMAIL (including attachments) should not exceed twenty-five (25) megabytes; however, Proposer may structure the proposal in several batches of EMAILS.

Proposer shall complete, as appropriate, each email subject line with the following information:

- RFPS-NYH-2026-503973, [Company Name], Technical Proposal - Submission [#] of [#];
- RFPS-NYH-2026-503973, [Company Name], Commercial Proposal - Submission [#] of [#];

**EMAIL links are not acceptable. Bids submitted as a link will be disqualified. No price information should be provided in the Technical Proposal. Note that failure to follow the submission instructions will result in invalidation of your proposal.**

## 1. Background and Context

UNICEF is mandated by the United Nations General Assembly 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. UNICEF works in some of the world's toughest places to reach the world's most disadvantaged children. Across 190 countries and territories, UNICEF works for every child, everywhere, every day, to build a better world for everyone.

UNICEF Supply Division (SD) manages large volumes of data across procurement, supply chain, logistics, warehousing, supplier management, and related operational and analytical systems. These data assets are distributed across multiple platforms and are used by diverse stakeholders for operational decision-making, reporting, analytics, and compliance.

Currently, challenges exist in:

- Discovering and understanding available data assets
- Ensuring consistent definitions and metadata across systems
- Understanding data lineage and dependencies
- Assigning clear ownership and stewardship of data
- Applying consistent classification and protection to sensitive information

To address these challenges, UNICEF Supply Division intends to implement Data Catalog system as the core enterprise data governance tool, supported by a clear governance operating model, processes, and adoption approach.

The purpose of this assignment is to design and implement a practical data governance framework and to configure and operationalize Data Catalog system to support data discovery, metadata management, lineage, classification, and governance across UNICEF Supply Division. The assignment also provides for the possibility of ongoing maintenance and support services following implementation, subject to UNICEF's needs and discretion.

## 2. Purpose and Objectives

Through this Request for Proposal for Services (RFPS), UNICEF seeks to engage an independent consulting firm to design and implement a pragmatic data governance framework for UNICEF Supply Division and to configure and operationalize Data Catalog system as the enabling platform. The RFPS also covers potential longer-term maintenance and support services, which UNICEF may contract separately at its sole discretion. The engagement must be governance- and operating-model-led first, with Data Catalog system configuration as the means of operationalizing that model — not a purely technical rollout.

The selected supplier will:

- Assess the current state of data governance practices within Supply Division (ownership, stewardship, metadata, classification, lineage awareness).
- Define a target data governance operating model, including Data Owners, Data Stewards, Data Custodians, governance forums and escalation paths.
- Define governance policies and standards, including metadata minimum standards, naming conventions, data classification approach, and stewardship/ownership processes.
- Design and configure Data Catalog system (collections/domains, RBAC, scanning and ingestion, catalogue and search experience, business glossary and workflows) aligned to the UNICEF tenant and security requirements.

- Register and scan the priority data source (Databricks Unity Catalog) and publish/certify one data product i.e. Supply Division data end-to-end as proof of the operating model.
- Enable and validate data lineage and pilot a classification/sensitivity-labelling approach for selected priority datasets and reporting flows.
- Deliver role-based training, operational documentation, and a knowledge transfer package to support transition to business-as-usual (BAU) operations.
- Produce a lessons-learned report and a pilot scope/budget proposal to inform UNICEF's phase-gate decision on scale-up.

### 3. Contractual Approach

The **Immediate Requirements** described in these Terms of Reference are intended to result in the award of a Contract for Services covering the defined scope of work.

Additionally, UNICEF reserves the right to select the same and/or other vendor(s) based on the results of the RFPS to enter into a Long-Term Arrangement for Services (LTAS) to assist UNICEF with potential future projects at UNICEF with similar scope to the services indicated in this TOR.

The Immediate Requirements and Longer-Term Requirements described in Section 4 are independent of each other. UNICEF reserves the right to award one, several, or all workstreams contemplated under this solicitation to one or more proposers. Proposers shall therefore submit pricing for each workstream on a standalone basis. Proposed pricing must not be contingent upon, and shall not be conditioned upon the award, completion, or performance of any other requirement. Any awarded workstream may be contracted independently, and the corresponding pricing shall remain valid regardless of whether the proposer has been engaged for related development, implementation, maintenance, support, or subsequent phases. UNICEF may, for example, award the long-term requirements described in Section 4 to different contractors, and the pricing proposed shall remain applicable irrespective of whether the contractor performed the preceding work.

The award of a Contract for the Immediate Requirements does not confer any entitlement to future Maintenance and Support services, additional professional services, or an LTAS. UNICEF reserves the right, at its sole discretion, to contract such services with the vendor awarded the Immediate Requirements, with another vendor, or not at all.

LTAS(s) are contractual frameworks in which UNICEF and a selected vendor agree on a list of services, the conditions of their delivery and their prices, for a defined period of time. The LTAS itself is non-financially binding and may be considered an intermediate step towards a purchase order (PO)/Contract (IC). It is the purchase orders/Contracts issued under the LTAS, not the LTAS itself, that constitute legally binding contracts. Therefore, purchase orders (POs)/Contracts (ICs) are produced by UNICEF on the basis of the LTAS, specifying services, quantities and time scope.

Should UNICEF elect to enter into an LTAS with one or more vendor(s), the LTAS will be for an initial period of five (5) years with an option for UNICEF to extend for an additional period of 24 months on the same terms and conditions, at the discretion of UNICEF and subject to satisfactory performance by the vendor(s).

For the purpose of efficiency and to encourage potential synergies in the United Nations system, UNICEF also requests that the selected vendor(s) accept to extend the outcome of this RFPS process to all other entities of the UN system, who could either piggy-back on the UNICEF LTAS or use the result of this RFPS's selection process to sign their own LTAS with the selected provider(s).

### 4. Scope of Work

## **Immediate Requirements**

The scope covers the design of a target data governance operating model and the design, configuration, and pilot operationalization of Data Catalog system for UNICEF Supply Division. The supplier must distinguish between:

- Governance/operating-model recommendations (roles, RACI, forums, policies, standards) that are largely tool-independent.
- Recommendations and activities that require Data Catalog system configuration (collections, RBAC, scanning, glossary, lineage, classification).

### **Data Governance Design**

- Assess current state of data governance practices within Supply Division.
- Define a target data governance operating model, including:
  - Data Owners
  - Data Stewards
  - Data Custodians
  - Governance forums and escalation paths
- Define governance policies and standards, including:
  - Metadata minimum standards
  - Naming conventions
  - Data classification approach
  - Stewardship and ownership processes

### **Data Catalog system Design and Configuration**

- Design Data Catalog system architecture aligned with UNICEF tenant and security requirements.
- Configure Data catalog system collections/domains, role-based access control (RBAC), and the scanning and ingestion strategy.
- Register and configure Data catalog system for priority data sources.
- Configure the data catalog and search experience, metadata enrichment fields, and business glossary and glossary workflows.

### **Lineage and Classification (Pilot)**

- Enable and validate data lineage for selected priority datasets and reporting flows (where supported).
- Configure and test data classification and sensitivity labeling approach for pilot scope.
- Document limitations and recommendations for scaling.

### **Adoption, Training, and Handover**

- Deliver role-based training for Data Governance leads, Data Owners and Stewards, technical administrators, and data consumers.
- Develop operational documentation, including runbooks, scanning schedules, and governance workflows.
- Support transition to business-as-usual (BAU) operations.

## Out of scope for Immediate Requirements

Unless agreed via formal change control, the following are out of scope for the initial immediate requirements:

- Enterprise-wide rollout of Data Catalog system beyond the agreed pilot scope.
- Procurement execution, contract negotiation, or vendor/licensing selection outside the agreed Data catalog system tenant.
- Ongoing operational administration of Data catalog system or data governance activities beyond the handover/knowledge-transfer period.
- Remediation of underlying data quality issues in source systems beyond what is required to demonstrate the pilot data product.

## Longer-Term Requirements

In addition to the Immediate Requirements described above, UNICEF anticipates that further services may be required following completion of the initial implementation. Such services are not included in the Immediate Requirements and may be contracted by UNICEF separately, at its sole discretion, subject to actual needs, satisfactory vendor performance and availability of funding. These Longer-Term Requirements fall into two categories: (i) optional maintenance and support services, for which vendors are required to provide a fixed, all-inclusive annual price; and (ii) additional professional services, for which vendors are required to provide a rate card. These services are independent of the Immediate Requirements and may be contracted with the same vendor, a different vendor, or not at all, as set out in Section 3.

### *1. Optional Maintenance and Support*

Following completion of the implementation and handover period, UNICEF may require ongoing maintenance and support services for the implemented solution for a period of up to five (5) years. Such services may be contracted annually at UNICEF's discretion.

Maintenance and support services may be contracted with a vendor other than the provider responsible for the Immediate Requirements. Vendors shall therefore prepare their maintenance and support pricing on the basis that the solution may have been implemented by another provider. The operational documentation and handover materials produced under Deliverable 4 will be made available to the selected maintenance and support provider.

The maintenance and support services for the data lineage system and the associated data governance operating model shall, at a minimum, include the following:

- **Monitoring and health checks:** monitoring of data lineage system health, scan and ingestion execution, lineage capture completeness, connectivity to registered data sources, and error logs, including review of failed or incomplete scans and metadata refresh issues;
- **Defect and incident resolution:** resolution of post-deployment defects, incidents and performance issues affecting lineage capture and rendering, metadata ingestion, catalog search, business glossary and workflows, and classification or sensitivity labelling;
- **Minor fixes and configuration adjustments:** adjustments to domains and collections, role-based access control, scan scope and schedules, metadata enrichment fields, glossary structure and approval workflows, and troubleshooting of authentication, connectivity and lineage mapping issues;
- **Support for continued operation and administration:** support to UNICEF Supply Division administrators, Data Owners and Data Stewards in operating the data lineage system, including onboarding of new data

sources, datasets, reporting flows and data products in line with the agreed governance model, maintenance of runbooks and operational documentation, and guidance on interpreting lineage and classification outcomes; and

- **Periodic reporting:** periodic status reporting on support activities, incidents and resolutions, together with usage and cost monitoring against the agreed cost baseline, and recommendations for improvement or scale-up where relevant.

Vendors are requested to provide, as part of their Commercial Proposal, a fixed, all-inclusive annual price covering, at a minimum, all maintenance and support services listed above. The annual price shall remain fixed for the full five (5)-year period.

## **2. Additional Professional Services**

During the term of any resulting LTAS, UNICEF may require additional professional services related to the subject matter and general scope of this TOR, including further development, configuration, implementation, expansion or enhancement of the data governance framework, Data Catalog system environment, data catalogue and related data governance activities.

The precise scope, deliverables, level of effort and timelines for such requirements will be defined by UNICEF as needs arise. Any such services will be subject to a separate request and agreed scope of work under the applicable contractual arrangement.

Vendors are therefore requested to provide a rate card as part of their Commercial Proposal covering the relevant professional profiles proposed for such future services. The rate card should specify the applicable daily rates and any other relevant pricing assumptions, using the template provided in Annex C. These rates will serve as the basis for pricing any additional professional services that UNICEF may request.

## **5. Expected Methodology and Approach for Immediate Requirements**

The supplier is expected to apply a pragmatic, governance-first, standards-aligned approach, including:

- Stakeholder interviews and working sessions with Supply Division business, data, and technology teams to understand the current governance landscape, priority use cases, and pain points.
- Document review of existing data policies, system inventories, and prior governance or data-quality assessments where available.
- Design and configuration of data lineage and meta data creation aligned to the agreed target operating model and pilot scope.
- Validation workshops with governance leads, Data Owners and Stewards to confirm the operating model, RACI, standards, and classification approach.
- Iterative configuration and testing of the pilot (source registration, scanning, glossary, lineage, classification) with UNICEF technical stakeholders.
- Role-based training delivery and structured knowledge transfer to support business-as-usual operations.

## **6. Duration and Indicative Delivery Plan for Immediate Requirements**

Indicative duration: 25 weeks

Indicative phases:

- Weeks 1–6: Data Governance Design — stakeholder interviews, target operating model, governance policies and standards, domain/sub-domain ownership, cost baseline.
- Weeks 4–14: Data Catalog system Design and Configuration — architecture design, domains/collections and RBAC, scanning/ingestion strategy, priority source (Databricks Unity Catalog) registration and scan, catalogue/glossary configuration, one certified data product demonstrated.
- Weeks 12–20: Lineage and Classification (Pilot) — lineage validation for priority datasets/reporting flows, classification and sensitivity-labelling pilot, limitations and scaling recommendations.
- Weeks 16–25: Adoption, Training, and Handover — role-based training, operational documentation, lessons-learned report, pilot scope/budget proposal, knowledge transfer and BAU handover.

## 7. Key Deliverables and Acceptance Criteria for Immediate Requirements

All deliverables must be provided in editable formats (Word, PowerPoint, Excel or agreed equivalents). UNICEF suggests the following phases and deliverables; in the proposal response, vendors may propose and justify changes as appropriate.

| Deliverable                                       | Approach / Description                                                                                                                           | Activities/Tasks                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Deliverable Due Date | Acceptance Criteria per Deliverable      |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------|
| <b>Data Governance Design</b>                     | Establish the target operating model, roles and governance policies for Supply Division.                                                         | <ul style="list-style-type: none"> <li>• Target operating model: Data Owners, Data Stewards, Data Custodians, governance forums and escalation paths</li> <li>• Governance policies and standards: metadata minimum standards, naming conventions, classification approach, stewardship and ownership processes</li> <li>• Two named owners per (sub-)domain</li> <li>• Cost baseline and ongoing usage monitoring approach for cost transparency</li> </ul>                                | Week 1–6             | As listed below in Deliverable 1 section |
| <b>Data Catalog Tool Design and Configuration</b> | Design the data lineage architecture and stand up the configured environment, registering the priority data source and the catalogue experience. | <ul style="list-style-type: none"> <li>• Data catalog and governance platform architecture aligned with UNICEF tenant and security requirements</li> <li>• Configured governance domains and collections; RBAC via security groups; scanning and ingestion strategy</li> <li>• Priority data source (Databricks Unity Catalog) registered and scanned</li> <li>• Data catalog and search experience, metadata enrichment fields, and business glossary with workflows configured</li> </ul> | Week 4–14            | As listed below in Deliverable 2 section |

| Deliverable                               | Approach / Description                                                                                                                           | Activities/Tasks                                                                                                                                                                                                                                                                                                                                                                                        | Deliverable Due Date | Acceptance Criteria per Deliverable      |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------|
|                                           |                                                                                                                                                  | <ul style="list-style-type: none"> <li>One published, certified data product demonstrated to business users (proof of the end-to-end operating model)</li> </ul>                                                                                                                                                                                                                                        |                      |                                          |
| <b>Lineage and Classification (Pilot)</b> | Enable and validate lineage for selected priority datasets and reporting flows, and test the classification approach for the pilot scope.        | <ul style="list-style-type: none"> <li>Validated end-to-end lineage for selected priority datasets and reporting flows (where supported)</li> <li>Configured and tested classification and sensitivity-labelling approach for pilot scope</li> <li>Documented limitations and recommendations for scaling</li> </ul>                                                                                    | Week 12–20           | As listed below in Deliverable 3 section |
| <b>Adoption, Training, and Handover</b>   | Deliver role-based enablement, operational documentation, and the evidence base for the phase-gate decision and transition to business-as-usual. | <ul style="list-style-type: none"> <li>Role-based training for governance leads, Data Owners and Stewards, technical administrators and data consumers</li> <li>Operational documentation: runbooks, scanning schedules, governance workflows</li> <li>Lessons-learned report and pilot scope and budget proposal</li> <li>Knowledge transfer and transition to business-as-usual operations</li> </ul> | Week 16–25           | As listed below in Deliverable 4 section |

## Deliverable 1 – Data Governance Design

**Objective:** Establish the target operating model, governance structure, standards, and cost transparency approach for Supply Division.

### Detailed activities

- Conduct stakeholder interviews and working sessions with Supply Division business, data, and technology teams to understand the current governance landscape, priority use cases, and pain points.
- Define the target operating model for data governance, including Data Owners, Data Stewards, Data Custodians, domain/sub-domain leads, and governance forums, decision-making bodies, and escalation routes.
- Define role descriptions, expected responsibilities, and decision rights for each governance role.
- Produce a RACI matrix covering key governance activities: metadata ownership, glossary approval, certification of data products, scan approvals, classification decisions, and access request approvals.
- Define governance policies and standards for the pilot scope: metadata minimum standards, naming conventions, classification rules, stewardship/ownership workflows, and asset certification/endorsement criteria.
- Propose the domain and sub-domain structure for Supply Division and identify two named owners per (sub-)domain.

- Define the process for onboarding new domains, datasets, and data products into the governance model.
- Establish the governance forum structure, including cadence, roles, agenda, and issue escalation path.
- Define the cost baseline for the pilot (licensing, implementation, and operational support assumptions) and the monitoring approach for ongoing tools usage and cost transparency.
- Document assumptions, constraints, and dependencies for the pilot phase.

### ***Expected outputs***

- Current-state summary and governance gap assessment
- Target operating model for data governance
- Governance role catalogue and RACI
- Domain / sub-domain ownership model
- Governance standards pack for pilot scope
- Cost baseline and usage monitoring approach

### ***Acceptance criteria***

- Governance model is approved by key Supply Division stakeholders.
- Two named owners are identified for each agreed domain / sub-domain.
- A minimum standards pack is available for metadata, ownership, naming, and classification.
- A cost baseline and future monitoring method are documented and agreed.

## **Deliverable 2 – Data Catalog and Governance System Design and Configuration**

**Objective:** Design the **Data catalog and governance system** architecture and configure the environment to support the pilot operating model, priority data source onboarding, and catalogue experience.

### ***Detailed activities***

- Define the **Data catalog and governance system** solution architecture aligned to UNICEF tenant, security, and identity requirements.
- Confirm the system implementation scope for the pilot: governance domains, collections, user groups, source systems, glossary scope, certification scope.
- Design and configure domains/collections to reflect the agreed governance structure.
- Define and implement role-based access control (RBAC) through security groups, using the principle of least privilege.
- Configure system settings for collections/domains, role assignments, metadata enrichment fields, glossary structure, and workflow support where applicable.
- Design and document the scanning and ingestion approach for the pilot source, including scheduled scans to keep the catalog up to date.
- Register the priority data source (Databricks Unity Catalog) and configure connectivity, authentication, and scan settings.
- Define the scan scope for the pilot to ensure only agreed assets are ingested initially, using scoped scans rather than scanning everything at once.
- Configure the catalogue and search experience: asset naming conventions, key metadata fields, ownership fields, tags/classifications, search filters, and business-facing descriptions.
- Configure a business glossary and associated workflows for creating, reviewing, and approving terms.

- Define and demonstrate the end-to-end operating model for one data product: asset registration, documentation, steward review, owner approval, publication/certification.
- Publish and certify one data product to demonstrate the pilot operating model to business users.

### ***Expected outputs***

- **Data catalog and governance system** architecture design document
- Configured selected system pilot environment
- Domains / collections and RBAC model
- Registered and scanned Databricks Unity Catalog source
- Metadata enrichment and glossary configuration
- One published and certified data product

### ***Acceptance criteria***

- **Data catalog and governance system** environment is configured and accessible to agreed user groups.
- Databricks Unity Catalog is successfully registered and scanned.
- Search and catalog experience is usable by pilot stakeholders.
- Business glossary is available with agreed approval workflow.
- One certified data product is demonstrated to business users as end-to-end proof of the operating model.

## **Deliverable 3 – Lineage and Classification (Pilot)**

**Objective:** Enable and validate lineage for selected priority datasets and reporting flows, and pilot the classification and sensitivity-labelling approach.

### ***Detailed activities***

- Identify the priority datasets, reports, and transformation flows for lineage validation in the pilot scope.
- Map the selected business use case(s) across source, transformation, and reporting layers.
- Configure lineage capture and validate it against actual data flows where supported, including integrations with tools such as Azure Databricks, Azure Data Factory, Synapse, and Power BI.
- Validate that lineage is understandable and useful to both business and technical users.
- Document any gaps or unsupported scenarios, noting known limitations for certain views, stored procedures, and source patterns.
- Define the classification model for the pilot: sensitivity levels, classification criteria, ownership/approval responsibilities, exceptions handling.
- Configure and test the classification and sensitivity-labelling approach for agreed pilot assets.
- Validate whether the classification model is practical for Supply Division business users and governance leads.
- Where relevant, define how classification results may inform downstream protection controls or future DLP policies.
- Produce a recommendations paper for scale-up: what worked, what did not work, technical gaps, governance gaps, recommended next-phase scope.
- Complete and execute functional test cases for the pilot; test cases and results to be shared with UNICEF for sign-off as part of the deliverable.

### ***Expected outputs***

- Validated lineage for selected pilot datasets / reporting flows
- Pilot classification and sensitivity-labelling design
- Configured and tested classification approach for pilot assets
- Limitations log and scaling recommendations

### ***Acceptance criteria***

- At least one end-to-end lineage scenario is demonstrated and validated with business and technical stakeholders.
- Pilot classification approach is tested on agreed datasets or documents.
- Scaling recommendations are documented, including technical and governance implications.
- Functional test cases and results are shared with and signed off by UNICEF.

## **Deliverable 4 – Adoption, Training, and Handover**

**Objective:** Deliver role-based enablement, operational documentation, and evidence required for a phase-gate decision and transition to business-as-usual.

### ***Detailed activities***

- Develop a role-based enablement plan tailored to governance leads, Data Owners, Data Stewards, technical administrators, and data consumers/analysts.
- Deliver training and working sessions covering governance roles and decision rights; using the data catalog; updating metadata and glossary entries; reviewing/certifying assets; how scanning and monitoring operate; and how lineage and classification should be interpreted.
- Create operational documentation: runbooks for system administration, scanning schedules, source onboarding process, metadata curation workflow, glossary workflow, lineage validation process, issue escalation and support process.
- Produce a knowledge transfer pack to support transition from implementation mode to business-as-usual.
- Define the BAU support model: who does what after the pilot, how governance forums continue, how new datasets and domains are onboarded, and how issues and change requests are handled.
- Compile evidence for the phase-gate decision: lessons learned, pilot performance summary, stakeholder feedback, risks and unresolved issues, proposed next-phase scope, and budget estimate/proposal for scale-up.
- Conduct final handover sessions with designated UNICEF teams and confirm readiness for BAU operations.

### ***Expected outputs***

- Role-based training materials and session recordings / attendance list
- Operations runbook and administration guide
- Scanning schedule and governance workflow documentation
- Lessons-learned report
- Pilot scope and budget proposal for next phase
- Knowledge transfer and handover package

### ***Acceptance criteria***

- Training is delivered to all agreed pilot roles.
- Operational documents are available and usable by the receiving team.

- A formal lessons-learned and phase-gate pack is submitted.
- Handover to business-as-usual is completed and acknowledged by UNICEF stakeholders.
- The operational documentation, runbooks and knowledge transfer package are sufficiently comprehensive to enable UNICEF, or a third-party provider designated by UNICEF, to operate and maintain the implemented solution independently of the implementing vendor.

## Deliverable Acceptance Criteria

Deliverables will be accepted when they:

- Are provided in accordance with the contract.
- Provide a target data governance operating model that is workable with current Supply Division staffing.
- Deliver a configured, functioning data lineage and governance system pilot environment with the priority data source registered and scanned.
- Demonstrate at least one certified data product and one validated end-to-end lineage scenario.
- Clearly define roles, RACI, and governance forums across Data Owners, Stewards, Custodians and technical administrators.
- Provide practical operational documentation, runbooks, and training materials suitable for business-as-usual handover.
- Include a documented, evidence-based lessons-learned report and phase-gate/scale-up proposal.

## 8. Project Particulars for Immediate Requirements

**Period of Performance:** Timeframes for provision of each deliverable are as indicated in the Key Deliverables section above. Vendor to submit a complete timeline (workplan) consistent with the indicative 25-week duration, reflecting all activities required for the engagement.

**Engagement type:** This is a firm fixed all-inclusive (including any travel and miscellaneous costs) deliverable-based engagement.

**Note:** The total cost of each Deliverable quoted by the vendor shall act as a maximum amount. Invoicing of deliverables is to be based on actual days worked by the Company within the maximum amount per deliverable.

**Payment terms:** Net 30 days after receipt of accurate invoice(s) and satisfactory performance of all tasks/activities and timely receipt and acceptance of each deliverable by UNICEF. **Vendor is required to indicate the exact timeframe/timeliness for provision of each deliverable.** Unless otherwise agreed by the Parties, there will be one payment per accepted deliverable.

Note: Timely performance of tasks/activities and completion of each deliverable will be assessed against the agreed by the Parties Project Plan and timelines for provision of deliverables.

**Location:** The services under the Immediate Requirements should be performed off-site from vendor's premises with no travel expected to UNICEF's premises. Due to the nature of this engagement, bi-weekly online meetings will be required; teleconferencing with Regional/Country Office locations may also be required.

Notwithstanding the off-site delivery model, **preference will be given to vendors whose resources are able to physically attend selected meetings at the UNICEF Supply Division office in Copenhagen** (e.g. at brainstorming sessions and presentation milestones etc.). Any such attendance is on an all-inclusive basis, with travel and related costs borne by the vendor and included in the fixed price; no additional costs will be reimbursed by UNICEF. No separate travel costs or travel time may be charged to UNICEF; only the applicable professional fees/daily rates may be invoiced.

While no travel is required or expected for the Immediate Requirements under this TOR, should UNICEF request travel in connection with any potential future requirements, such travel must be expressly authorized by UNICEF in writing in advance and shall be undertaken in accordance with UNICEF's applicable travel policies and procedures. No travel shall be undertaken without such prior written approval. Travel costs shall be calculated based on economy-class travel using the most economical direct route, regardless of the length of travel. Costs of accommodation, meals and incidentals shall not exceed the applicable Daily Subsistence Allowance rates promulgated by the International Civil Service Commission (ICSC). Reimbursement shall be subject to submission of the Vendor's corresponding invoice and supporting documentation, including applicable tickets and receipts. Any travel costs incurred without UNICEF's prior written approval shall not be reimbursed.

## 9. Supplier Roles and Responsibilities

### *Supplier Responsibilities*

The supplier will:

- Deliver all outputs in scope to agreed timelines.
- Ensure the governance operating model and **Data catalog and governance system** configuration are implementable with UNICEF Supply Division's current staffing and capacity.
- Provide an evidence trail behind recommendations, configuration choices, and assumptions.
- Provide clear prioritization and trade-offs, particularly for pilot scope decisions.

### *UNICEF Responsibilities*

UNICEF will:

- Provide information and feedback in a timely manner, and as long as the vendor's requests for information and feedback are also made within a reasonable time.
- Provide the vendor with reasonable and timely access to UNICEF personnel, data, documentation and the **Data catalog and governance system** tenant/environment as required to perform the services.
- Facilitate interviews, workshops, and feedback cycles.
- Clarify tool ownership, licensing, and provider boundaries where required (e.g. **Data catalog and governance system** administration, Databricks environment).
- Provide a single point of contact responsible for representing UNICEF and assisting with the decision-making process regarding the engagement.
- Review and accept deliverables per the acceptance criteria.

## 10. Minimum and Preferred Requirements for Vendors

### 10.1 Minimum (Mandatory) Qualifications

Proposals not meeting the following requirements will not be evaluated further and will be excluded.

- **Experience:** At least five (5) years of experience delivering data governance and/or data catalog and governance platform implementation engagements (or an equivalent enterprise data catalog/governance platform). The five years are counted to the proposal submission deadline.
  - **How experience is measured.**

- The requirement may be demonstrated through the experience of the proposer, predecessor or successor entities, affiliates performing the services, key personnel assigned to the engagement, or a combination thereof, provided the proposer clearly demonstrates the connection between relevant entities and/or personnel; the relevance of such experience to the services being procured and the availability of the resources responsible for delivering it.
  - Where experience is demonstrated through key personnel, the five years must be held by a maximum of two (2) named individuals. Experience of more than 2 individuals cannot be added together or pooled. For example, five people with one year each do not meet the requirement. The qualifications and experience of the remaining team members will be evaluated separately as part of the scored technical evaluation (Step 2).
  - Where experience is demonstrated through key personnel, such experience may be cumulative across several engagements, including engagements with previous employers. Overlapping periods are counted once. Each engagement must be dated (start and end month/year), and the CVs must state the individual's own role in it. Hands-on delivery counts, while a sales, oversight-only, or advisory role does not.
  - Engagements must involve data governance operating model design, catalog/governance platform implementation, or both. Experience in only one of these two areas is sufficient, and there is no requirement to cover every item in the Scope of Work.
  - Any individuals relied upon to satisfy this requirement must be identified in the proposal, must be assigned to the engagement in a lead or senior delivery role, and may not be replaced without UNICEF's prior written approval and a replacement who meets the same requirement. For the avoidance of doubt, any individual whose experience is relied upon to satisfy this requirement shall be deemed Key Personnel for the purposes of Section 2.10(e) of the UNICEF General Terms and Conditions (Annex A to the Solicitation).
- **Security / data handling:** The vendor must be able to handle sensitive UNICEF data in line with enterprise information-security, access-control and data-protection requirements, and confirm acceptance of UNICEF's confidentiality and data-handling obligations. As a mandatory requirement, vendors must include in their proposals an explicit statement confirming their acceptance of UNICEF's Data Sharing Agreement (DSA), attached to the TOR as Annex B4, and their commitment to signing it upon contract award. The DSA does not need to be signed at the proposal submission stage; the selected vendor will be required to sign the DSA at the contract award stage, before the final contract for the immediate requirements can be issued.
  - **References:** The vendor must provide at least 3 client references, each submitted using the template provided in Annex B1, from comparable engagements completed within the last 5 years, each contactable and documented with contract description, dates, client contact details and an outcome summary.

## 10.2 Preferred (Desirable) Qualifications

- Direct hands-on experience configuring and operationalizing **Data catalog and governance system** specifically (as distinct from equivalent platforms), including collections/domains, RBAC, scanning/ingestion, business glossary and data classification.

- Demonstrated experience integrating **Data catalog and governance system** with Databricks Unity Catalog and/or Azure data services (Data Factory, Synapse, Power BI) for lineage and cataloguing.
- Experience delivering data governance operating models (roles, RACI, stewardship, governance forums) in large, decentralized or multi-entity organizations.
- Prior experience with UN agencies, NGOs, international organizations or public-sector clients.
- Experience delivering role-based enablement, training and handover to business-as-usual for data governance functions.
- Certified Microsoft partner status and/or relevant certified personnel (e.g. Microsoft Certified: Information Protection and Compliance, Azure data certifications).

## **Key Competencies, Technical Background and Experience preferred in the Team**

### ***Data governance expertise***

- Practitioners with academic background and/or practical experience in data governance frameworks and operating models.
- Experience defining Data Owner / Data Steward / Data Custodian role structures, RACI matrices, and governance forum cadences.
- Experience developing metadata standards, naming conventions, and data classification schemes.
- Strong stakeholder facilitation and workshop delivery skills across business, data, and technology teams.

### ***Data Catalog system and platform expertise***

- Demonstrated hands-on experience designing and configuring Data Catalog system: collections/domains, RBAC via security groups, scanning and ingestion, business glossary and workflows.
- Experience registering and scanning source systems into Data catalog system, including cloud data platforms.
- Experience with Data catalog system data lineage capabilities and integrations with tools such as Azure Databricks, Azure Data Factory, Synapse, and Power BI.
- Experience with Data Catalog system Information Protection: sensitivity labeling, data classification, and (where relevant) DLP policy design.
- Familiarity with Databricks Unity Catalog as a source system for data governance/catalog integration.

### ***Training, documentation and transition***

- Experience designing and delivering role-based training programs for governance leads, data owners/stewards, technical administrators, and business users.
- Experience producing operational runbooks, governance workflow documentation, and knowledge-transfer packages for business-as-usual handover.

### ***Project management***

- Be able to competently plan, schedule and monitor a multi-workstream engagement across governance design, technical configuration, and training in a compressed timeframe.

## **11. Proposal Structure, Evaluation, and Submission Requirements**

Bidders must submit two separate proposals:

- A **Technical Proposal**, containing all information related to the approach, methodology, team and qualifications, but no financial information.
- A **Commercial Proposal**, containing only the financial offer, clearly referencing the same workplan and assumptions as the technical proposal.

UNICEF will evaluate the Technical Proposals first and only open Commercial Proposals for technically responsive bids meeting a minimum technical score.

## Technical Proposal

The vendors in the technical proposal should mandatorily address all aspects and criteria outlined in this TOR. The Proposal shall contain the documentation and information listed. The Technical Proposal should **not** contain any pricing information.

- Company Overview — brief general description of the organization submitting the proposal, including duly completed Annexes.
- Understanding of the assignment and context — bidder's understanding of UNICEF Supply Division's data governance challenges, the current data landscape, and desired outcomes; risks, constraints and key assumptions.
- Proposed approach and methodology — approach to current-state governance assessment, target operating model design, Data Catalog system architecture and configuration, lineage/classification pilot design, and adoption/training strategy.
- Workplan and timeline — detailed workplan, activities by week, key milestones and deliverables, consistent with the indicative 25-week duration; assumptions about UNICEF staff and technical environment availability.
- Team composition and key personnel — proposed team structure, roles and responsibilities; CVs of key experts highlighting data governance, Data Catalog system, and Databricks/cloud data platform experience.
- Relevant experience and sample outputs — at least two examples of prior engagements where the bidder delivered a data governance operating model and/or Data Catalog system (or equivalent) implementation; sample deliverables or redacted extracts (operating-model/RACI documents, Data catalog system configuration artefacts, KPI/monitoring frameworks).
- Risks and mitigations — key delivery risks and proposed mitigation strategies.
- Duly completed Appendices B1 (minimum of three client references), B2 and B3, as well as any other applicable appendices required under the TOR.
- An explicit statement confirming acceptance of the Data Sharing Agreement (DSA), attached as Appendix B4, and commitment to signing it upon contract award for the immediate requirements.

## Technical Evaluation Criteria and Weighting

### Step 1 - Assessment of Mandatory Requirements

Mandatory requirements listed in section 10.1 will be assessed on a pass/fail basis. Proposals not meeting the mandatory requirements will not be evaluated further and will be excluded.

### Step 2 - Scoring of Preferred Requirements

1. Understanding of requirements and governance-first approach — **25%**
  - Clarity and depth of understanding of UNICEF Supply Division's data landscape and governance challenges; strength and practicality of the proposed target operating model and Data catalog system configuration approach.
2. Relevant data governance / Data Catalog system experience and quality of sample outputs — **25%**

- Demonstrated experience delivering data governance operating models and Data catalog system (or equivalent) implementations in comparable organizations; quality and relevance of sample deliverables provided.
3. Strength of lineage, classification and adoption approach — **25%**
- Robustness of the proposed lineage validation and classification/sensitivity-labelling approach; quality of the training and BAU transition plan.
4. Delivery plan, team composition — **25%**
- Feasibility of the proposed 25-week plan with the proposed team size and seniority; appropriateness of skills mix (data governance, Data catalog system/Azure, Databricks, stakeholder facilitation); availability to physically attend selected meetings at the UNICEF Supply Division office in Copenhagen (e.g. at brainstorming sessions and presentation milestones etc.).

**IMPORTANT:** With regards to the score criteria, the methodology for allocation of the maximum indicated in the Technical Evaluation Scoring Criteria is as follows:

| Scoring Criteria Explanation                           | % of Maximum Score |
|--------------------------------------------------------|--------------------|
| No information provided / Did not meet the requirement | 0%                 |
| Partially met the requirement                          | 50%                |
| Mostly met the requirement                             | 75%                |
| Fully met the requirement                              | 100%               |

Evaluators may assign any score between 0% and 100% to reflect the degree of compliance with the criterium. The percentages above are indicative reference points and should not be interpreted as the only possible scoring options.

UNICEF will set a minimum technical score of 70 out of 100 for a proposal to be considered technically responsive before commercial evaluation. UNICEF reserves the right to waive this requirement in the event that no proposals achieve the minimum technical score, where it is deemed to be in UNICEF's best interest to do so.

## Commercial Proposal

The commercial envelope **must be separated** from the Technical Proposal and clearly marked. The commercial proposals of those vendors which have passed the technical assessment will then be opened and reviewed.

Bidders are required to submit commercial proposals using the template provided in Annex C of the RFPs. The Commercial Proposal Template (Annex C) has been specifically designed to facilitate UNICEF's financial evaluation of vendor proposals. Proposals submitted in any format other than Annex C will be disqualified from consideration. Further instructions on price proposals can be found in Annex C to the RFPs.

The Commercial Proposal should include:

- **Fixed price for the Immediate Requirements:** an all-inclusive, firm fixed price for the full scope of the Immediate Requirements described in Section 4, broken down by deliverable (Deliverables 1–4). For the commercial evaluation, UNICEF will first check that the bidder has submitted an all-inclusive, deliverable-based price covering the full scope of the Immediate Requirements. Only proposals that meet this requirement will go on to the next stages of the commercial evaluation.

- **Fixed annual price for Optional Maintenance and Support:** a fixed annual price for the maintenance and support services described under Longer-Term Requirements (Section 4, item 1), for each year up to a maximum of five (5) years. These services are optional for UNICEF. Quoting a price does not commit UNICEF to purchase them, and any maintenance and support will be contracted annually at UNICEF's discretion, subject to actual needs, satisfactory performance and availability of funding.
- **Rate card for Additional Professional Services:** daily rates for each professional profile proposed, using the template in Annex C, to apply to any additional services contracted under a resulting LTAS (Section 4, item 2). The team composition and profiles must be consistent with the team proposed in the Technical Proposal. The rate card will not be scored in the commercial evaluation.
- **Assumptions:** the assumptions behind the financial offer (for example, number of interviews, workshops and review cycles). These must align with the methodology and scope in the Technical Proposal.

The commercial evaluation will be based only on the all-inclusive, deliverable-based fixed price submitted for the **Immediate Requirements (Deliverables 1–4)**, as set out in Section 7 “Key Deliverables and Acceptance Criteria for Immediate Requirements”. The pricing for Optional Maintenance and Support and the rate card for Additional Professional Services will not be considered in the financial evaluation for the award of the Contract covering the Immediate Requirements.

The methodology for allocating points among Commercial proposals is as follows:

$$\text{Score for price proposal} = \frac{30 \text{ (maximum points)} * \text{Price of lowest priced proposal}}{\text{Price of proposal}}$$

## Evaluation Process and Awards

UNICEF intends to award a Contract for the immediate requirements described in this TOR based on the proposal that achieves the highest overall combined score (Technical + Commercial).

The overall combined (Technical + Commercial) maximum of points that could be allocated to a Proposal is 100 points. Of the maximum combined points, the technical proposal overall score will account for 70 points and the commercial proposal score for 30 points.

In addition, UNICEF may also consider establishing one or more Long Term Arrangements (LTAS) for future needs, if deemed appropriate. The award of a Contract for the Immediate Requirements and any subsequent decision to contract maintenance and support services or establish an LTAS shall be independent decisions. Award of one does not confer any entitlement to the other.

Vendors are required to submit pricing for the Immediate Requirements, Optional Maintenance and Support, and Additional Professional Services in accordance with Annex C. However, only the pricing for the Immediate Requirements will be considered in the financial evaluation for the award of the corresponding Contract for the Immediate Requirements.

Vendors are informed that UNICEF reserves the right to reject any or all Proposals received in response to this RFPS and to negotiate with any of the proposers or other firms in any manner deemed to be in the best interest of UNICEF. UNICEF also reserves the right to negotiate and award separate or multiple Contracts/LTAS(s) for the elements/areas of work covered by this RFPS in any combination it may deem appropriate, and in its sole discretion award one or more Contracts/LTAS(s) to the firm or firms evaluated as being the most advantageous and the best value to UNICEF.

## 12. Confidentiality and Information Security

The supplier must handle all UNICEF information confidentially and comply with organizational information-security, privacy and access-control requirements. Given this engagement involves configuration of and access to UNICEF's Data Catalog system tenant and connected data sources (including Databricks Unity Catalog), system and data access will be controlled, role-scoped, and time-bound in accordance with the principle of least privilege. Specific confidentiality clauses and data-protection requirements will be included in the contract's general terms and conditions.

## Annex B1: Client Reference Information Sheet

Please provide the following contact information for each client reference submitted (please expand the form if needed). A minimum of 3 client references for comparable data governance / Data Catalog system engagements is a MUST in the proposal. The client reference information must be current and contact information provided must be reachable via phone and/or email.

### ***Reference 1 / Reference 2 / Reference 3***

|                                                                                                                   |  |
|-------------------------------------------------------------------------------------------------------------------|--|
| <b>Company Name:</b>                                                                                              |  |
| <b>Contact Name and Title:</b>                                                                                    |  |
| <b>Phone:</b>                                                                                                     |  |
| <b>E-mail:</b>                                                                                                    |  |
| <b>Address:</b>                                                                                                   |  |
| <b>Value of Contract:</b>                                                                                         |  |
| <b>Company Size (number of employees):</b>                                                                        |  |
| <b>Industry / Market Sector (private, public, not-for-profit):</b>                                                |  |
| <b>Detailed description of the actual services provided by your company (types, geographical coverage, etc.):</b> |  |
| <b>Duration of the services (months) / Start date (month/year) / Completion date (month/year):</b>                |  |
| <b>Describe the reference project / engagement:</b>                                                               |  |

UNICEF reserves the right to contact each client reference provided by the Proposer. It is the Proposer's responsibility to ensure that the contact details provided above are accurate and to ensure that the client will be responsive to UNICEF's written inquiries.

Please note: Failure to include all requested information may result in your submission being less favorable and/or disqualified. Please provide additional documentation if necessary.

## Annex B2: Proposer's Self-Checklist

Proposers shall complete the following checklist and submit it alongside the Technical Proposal:

| #        | Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | YES | NO | Specify exact section/page in proposal |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----------------------------------------|
| <b>A</b> | <b>Proposer has completed and included in the Technical Proposal:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |     |    |                                        |
| 1        | Technical proposal includes all the minimum details as outlined in this TOR.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |     |    |                                        |
| 2        | Technical proposal includes duly completed Annexes (at least three completed Annex B1 reference forms, as well as Annex B2 and Annex B3).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |    |                                        |
| 3        | Names of subcontractors that the vendor is planning to use to provide the services, if any.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |     |    |                                        |
| 4        | Three (3) or more completed Client Reference Forms (Annex B1) for similar data governance / Data Catalog system engagements delivered within the last five (5) years.<br><br>All referenced clients should have confirmed their availability to respond in writing to any inquiries from UNICEF.                                                                                                                                                                                                                                                                                                                                                                                                             |     |    |                                        |
| 5        | Filled Request for Proposal for Service Form, (Page 3 of the RFPS document)<br><br>Guidance: Please pay attention to the phrase " <b>have not been</b> " and indicate with either YES or NO. Note that selecting "YES" in response to the bid form questions signifies that the Proposer has <u>not</u> engaged in the activities listed within (e.g. fraud, corruption, child labor, etc.) and or that the company is not bankrupt or subject to other insolvency procedures.<br><br>Conversely, choosing "NO" as the response indicated that the Proposer does NOT declare the company's innocence regarding these points or that you do NOT declare that your company is free from insolvency procedures. |     |    |                                        |
| <b>B</b> | <b>Proposer has completed and included in the Commercial Proposal:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |     |    |                                        |
| 1        | Price Proposal, in accordance with instructions and the format provided in Annex C ("Price Schedules"), in U.S. dollars (USD)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |    |                                        |
| <b>C</b> | <b>Administrative Requirements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |                                        |
| 1        | Technical and Commercial Proposals have been emailed as separate attachments and following all instructions indicated in Point 1 of the Section "Instructions to Proposers" of the RFPS document (Marking and Returning of Proposals), including 1.1. to 1.7.<br><br>The size of each EMAIL (including attachments) does not exceed twenty-five (25) megabytes [if required, Proposer may structure the proposal in several batches of EMAILS].<br><br>The EMAIL subject line includes the following information:<br>RFPS-NYH-2026-503973, [Company Name], Technical Proposal - Submission [#] of [#];                                                                                                       |     |    |                                        |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
|          | RFPS-NYH-2026-503973, [Company Name], Commercial Proposal - Submission [#] of [#];                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |
| 2        | Technical Proposal does not contain information of a financial nature.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |  |
| <b>D</b> | <b>Legal Requirements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |  |
| 1        | Duly authenticated business registration or certificate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| 2        | Details of any current legal action the company is involved in are included in the proposal. Please indicate where.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |  |
| 3        | <p>UNICEF General Terms and Conditions for Services (GTCs) (Annex A of the RFPS) have been reviewed and are (please mark whatever option is applicable):</p> <p>a). <input type="checkbox"/> fully acceptable; or,<br/> b). <input type="checkbox"/> reviewed by Contractor's Legal Office and comments are provided. <i>(please indicate where in vendor's proposal)</i></p> <p>If UNICEF GTCs are not fully acceptable, the Proposer is required to indicate in the Proposal explanation of the reasons with specificity any reservation(s) it has in respect of any of them and must provide alternative language to the particular clause with redlines of the UNICEF applicable clause.</p> <p>UNICEF reserves the right to reject any vendor that does not accept the GTCs.</p> <p>Please note, however, that such reservation(s) or deviation(s) will be taken into account, in the sole discretion of UNICEF, in the evaluation of the Proposal, including the comparative evaluation with other Proposals and might result in the rejection of the Proposal.</p> <p>Note: Please note that changes to UNICEF's General Terms and Conditions will be <u>viewed less favourable and may result in your proposal not being selected for award</u>. Likewise, notification of intend of award to a vendor does not mean UNICEF's acceptance of deviations or modifications on UNICEF GTC's as proposed by vendor.</p> |  |  |  |
| 4        | <p>The Proposer has reviewed and accepts the DSA in full (Annex B4 of the TOR) and confirms its commitment to signing it upon contract award for the Immediate Requirements.</p> <p><input type="checkbox"/> Confirmed – The Proposer accepts the DSA in full and commits to signing it upon contract award.</p> <p>This confirmation is a mandatory requirement for proposal responsiveness. The DSA is not required to be signed at the proposal submission stage; however, the final contract for the Immediate Requirements will not be issued until the DSA has been duly signed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |  |
| 5        | <p>UNICEF Long Term Arrangement for Services (LTAS) template (Appendix B7) has been reviewed and is (please mark whatever option is applicable):</p> <p>a). <input type="checkbox"/> fully acceptable; or,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |  |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
|   | <p>b). <input type="checkbox"/> reviewed by Contractor's Legal Office and comments are provided.<br/>(please indicate where in vendor's proposal)</p> <p><b>Note:</b> Please note that changes to UNICEF's LTAS template may be viewed less favourably during the proposal evaluation process. Likewise, notification of intent of award to a vendor does not mean UNICEF's acceptance of deviations or modifications on UNICEF LTAS template as proposed by vendor.</p>                                                                                                                                                                                                                                                                                                                                                                          |  |  |  |
| 6 | <p>In addition, Proposers must submit with their proposals a complete set of any additional terms and conditions, which they expect to have included in a Contract/LTAS negotiated with UNICEF. Such additional terms shall not take precedence over UNICEF's General Terms and Conditions.</p> <p>Confirm submission, if any, and indicate where the additional set of terms and conditions can be located.</p> <p>Please note that any additional terms and conditions by vendor will be taken into account to determine the acceptability of a Proposal and might result in the proposal not being eligible for award at any point during the procurement process.</p> <p><u>Note:</u> Notification of intent of award to a vendor does not imply UNICEF's acceptance of any additional legal terms and conditions proposed by the vendor.</p> |  |  |  |

## Annex B3: Sustainability Questionnaire

### Introduction

UNICEF is committed to making a measurable contribution to the Sustainable Development Goals through sustainable procurement by working closely with the private sector, partners, governments, civil society organisations and other UN agencies. To this end, UNICEF published its [policy on sustainable procurement](#). UNICEF seeks to incrementally and progressively adopt a sustainable procurement approach for procurement activities to address broader environmental and social issues wherever and whenever feasible with consultation with suppliers and other stakeholders mentioned above. UNICEF would like to invite suppliers to share sustainability efforts in the supply chains. Although UNICEF will not use the information shared by suppliers for contract making award decision, this will be an opportunity to gain intelligence on sustainable procurement practice in the market. We would appreciate if you could answer all question fully.

#### 1) Environmental policy

- a) Do you have a formal environmental policy in place? (Y/N)
- b) If yes, please share a copy of the policy.

#### 2) Environmental Management System

- a) Do you have an Environmental Management System in place certified by an external authorised certification body (e.g. ISO14001 or Eco-Management and Audit Scheme (EMAS))?
- b) If yes, please share a copy of the certificate(s).

Comments: \_\_\_\_\_

#### 3) Policy to incorporate social accountability

- a) Do you have a formal policy that covers the following areas described in the UN Supplier Code of Conduct? (Note: it could be one overarching policy/code of conduct or multiple policies)
  - i) Freedom of Association and Collective Bargaining (Y/N)
  - ii) Forced or Compulsory Labour (Y/N)
  - iii) Protection and Safeguarding of Children (including Child Labour) (Y/N)
  - iv) Discrimination (Y/N)
  - v) Wages, Working Hours and Other Conditions of Work (Y/N)
  - vi) Health and Safety of the workplace (Y/N)
  - vii) Human Rights (Y/N)
  - viii) Harassment, Harsh or Inhumane Treatment (including Sexual Exploitation and Abuse) (Y/N)

Comments: \_\_\_\_\_

- b) If yes, please share a copy of policy/policies.

#### 4) Elimination of child labour

- a) Have you established robust age-verification mechanism as part of recruitment processes? (Y/N)
- b) If yes, do you ensure the age verification mechanism are used throughout your supply chains (including your sub-contractors and suppliers)? (Y/N)
- c) In removing children from the workplace, how do you ensure protection of affected children, and, where appropriate, provide decent remuneration to adult household members?

Comments: \_\_\_\_\_

#### 5) Community development

- a) Do you invest in community development activities in the markets you source from and/or operate within? (Y/N)
- b) If yes, please explain what you do.

6) **Other comments**

Please add any further information that you consider relevant for this questionnaire.

## **Annex B4: Data-Sharing Agreement**

See attached document.

## **Annex B5: Template Long-Term Arrangement for Services**

See attached document.