United Nations Children's Fund
UNICEF- Ethiopia
P.O. Box 1169
Africa Hall
ADDIS ABABA
Ethiopia

Telephone
Facsimile
Email
http://www.unicef.org/ethiopia

REQUEST FOR PROPOSAL

LRFP-2026-9205346 **31 July 2026**

UNITED NATIONS CHILDREN'S FUND (UNICEF)

Wishes to purchase

Provision of Midline evaluation of the System Transformation Education Programme (STEP) for Girls and Learning

Bids must be received by the latest on 21 August 2026 @ 10:00 am- Local Time.

Any query or clarification regarding this bid shall be sent through an email to eth-supplyqaservices@unicef.org before or on 17th August 2026. While sending your request for clarification, please ensure that you specify the LRFP number in the subject email, and provide the name of your company, contact person, email, and mobile number

Bids received after the stipulated date and time will be invalidated. Proposers can submit bids through UNICEF Ethiopia's secured email address: eth-tenderservices@unicef.org A bid conference will not be applicable for this bid.

All technical and financial proposals should be submitted in a separate email to the specified address.

Proposals submitted in any other way will be invalidated, even if received before the stipulated deadline.

UNICEF is part of the United Nations Global Marketplace (UNGM). Accordingly, all proposers are encouraged to become a UNICEF vendor by creating a vendor profile on the UNGM website: www.ungm.org.

You must read all the provisions of the Request for Proposal to ensure that you understand and comply with UNICEF's requirements.

All bidders are required to complete and submit the Vendor Registration Form (MDM) (Attached as Annex I) as part of the bid submission package.

The Vendor Registration Form must be submitted in both Excel and PDF formats, and include the following documents:

A valid business license

A bank confirmation letter or stamped bank details form. Please ensure all documents are accurate and complete.

unicef

THIS REQUEST FOR PROPOSAL HAS BEEN:

Prepared By:

Melat Belete

Melat Belete
(To be contacted for additional information, NOT FOR SENDING OFFERS)
Email : mbelete@unicef.org 31-07-2026

Sisay Teferi

Sisay Teferi 03-08-2026

Srikanth Srinivasan 03-08-2026

unicef

BID FORM

This form must be completed, signed and returned to UNICEF.
Bid must be made in accordance with the instructions contained in this INVITATION.

TERMS AND CONDITIONS OF CONTRACT
Any 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 email 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 INVITATION No. **LRFP-2026- 9205346** set out in the attached document, hereby offers to execute the services specified in the Terms and Conditions set out in the document.

Currency of Proposal: _____

Validity of Proposal:_____

Please indicate which of the following Early Payment Discount Terms are offered by you:
10 Days 3.0%_____15 Days 2.5%_____20 Days 2.0%_____30 Days Net_____
Other_____

Declaration

The undersigned, being a duly authorized representative of the Company, represents and declares that:

1.	The Company and its Management[1] have not been found guilty pursuant to a final judgment or a final administrative decision of any of the following:	YES	NO
	a. fraud	☐	☐
	b. corruption	☐	☐
	c. conduct related to a criminal organisation	☐	☐
	d. money laundering or terrorist financing	☐	☐
	e. terrorist offences or offences linked to terrorist activities	☐	☐
	f. sexual exploitation and abuse:	☐	☐
	g. child labour, forced labour, human trafficking	☐	☐
	h. irregularity (non-compliance with any legal or regulatory requirement applicable to the Company or its Management).	☐	☐

[1] #Management" means any person having powers of representation, decision-making or control over the Organization. This may include, for example, executive management and all other persons holding downstream managerial authority, anyone on the board of directors, and controlling shareholders.

2.	The Company and its Management have not been found guilty pursuant to a final judgment or a final administrative decision of grave professional misconduct.	☐	☐
3.	The Company and its Management are not: bankrupt, subject to insolvency or winding-up procedures, subject to the administration of assets by a liquidator or a court, in an arrangement with creditors, subject to a legal suspension of business activities, or in any analogous situation arising from a similar procedure provided for under applicable national law.	☐	☐
4.	The Company and its Management have not been the subject of a final judgment or a final administrative decision finding them in breach of their obligations relating to the payment of taxes or social security contributions.	☐	☐
5.	The Company and its Management have not been the subject of a final judgment or a final administrative decision which found they created an entity in a different jurisdiction with the intent to circumvent fiscal, social or any other legal obligations in the jurisdiction of its registered office, central administration, or principal place of business *(creating a shell company)*.	☐	☐
6.	The Company and its Management have not been the subject of a final judgment or a final administrative decision which found the Company was created with the intent referred to in point (5) (*being a shell company)*.	☐	☐

The UNICEF reserves the right to disqualify the Company suspend or terminate any contract or other arrangement between the UNICEF and the Company, with immediate effect and without liability, in the event of any misrepresentation made by the Company in this Declaration.

It is the responsibility of the Company to immediately inform the UNICEF of any changes in the situations declared.

This Declaration is in addition to, and does not replace or cancel, or operate as a waiver of, any terms of contractual arrangements between the UNICEF and the Company.

Signature: _____

Date: _____

Name and Title: _____

Name of the Company: _____

UNGM #: _____

Postal Address: _____

Email: _____

unicef

Item No	Item Description	Quantity/Unit	Unit Price	Amount
SCHEDULE NO: 1	**000022**			
00010		1 Perf. unit		

Incoterms & Delivery Requested **Lead Time & Related Charges**
Packing

Unit : Dimension.....x.....x.....cm Weight.....kg Volume ..... cbm

Total: Dimension.....x.....x.....cm Weight.....kg Volume..... cbm

unicef

SPECIFIC TERMS AND CONDITIONS

ANNEX A General Terms and Conditions

PART I - PURPOSE OF THIS REQUEST FOR PROPOSALS FOR SERVICES

1. Background

a. UNICEF promotes the rights and wellbeing of every child, in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere.

2. Solicitation

2.1 The purpose of this Request for Proposals for Services ("RFPS") is to invite proposals for the

Provision of Midline Evaluation of the System Transformation Education Programme (STEP) for Girls and Learning as fully detailed in the Terms of Reference/Statement of Work attached at Annex B]

2.2 This RFPS document is comprised of the following:

- This document

- The UNICEF General Terms and Conditions of Contract (Services)
which are attached as ANNEX A to this document

- The full Terms of Reference attached as ANNEX B

- Evaluation Criteria of the Proposal as ANNEX C

- Technical Proposal- Content and Format as ANNEX D

- Contractors Experience Format as ANNEX E

- Declaration of Form as ANNEX F

- Checklist as ANNEX G

2.3 This RFPS is an invitation to treat and shall not be construed as an offer capable of being accepted or as creating any contractual, other legal, or restitutionary rights. No binding contract, including a process contract or other understanding or arrangement, will exist between the Proposer and UNICEF, and nothing in or in connection with this RFPS shall give rise to any liability on the part of UNICEF unless and until a contract is signed by UNICEF and the successful Proposer.

PART II - PROPOSAL SUBMISSION PROCESS

1. Proposal Submission Schedule

1.1 Acknowledgement of receipt of RFPS. Proposers are requested to inform UNICEF as soon as possible by email to eth-supplyqaservices@unicef.org that they have received this RFPS.

IMPORTANT: ANY PROPOSALS SENT TO THE INDIVIDUAL OR THE ABOVE-STATED EMAIL WILL BE DISQUALIFIED.

1.2 Questions from Proposers. Proposers are required to submit any questions in respect of this RFPS by email to eth-supplyqaservices@unicef.org. The deadline for receipt of any questions is 17 August 2026 @02:00pm.

IMPORTANT: ANY PROPOSALS SENT TO THE INDIVIDUAL OR THE ABOVE-STATED EMAIL WILL BE DISQUALIFIED.

Proposers are required to keep all questions as clear and concise as possible.

Proposers are also expected to immediately notify UNICEF in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies or other faults in any part of the RFPS, providing full details. Proposers will not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies, or other faults.

UNICEF will compile the questions received. UNICEF may, at its discretion, at once copy any anonymized question and its reply to all other invited Proposers and/or post these on the UNICEF website and/or respond to the question at a bid conference. After any such bid conference, a Questions and Answers document may be prepared and posted on the UNICEF website.

1.3 Amendments to RFPS Documents. At any time prior to the Submission Deadline, UNICEF may, for any reason, whether with its own initiative or in response to a clarification requested by a prospective Proposer, modify the RFPS documents by amendment. If the RFPS was available publicly online, amendments would also be posted publicly online. Further, all prospective Proposers that have received the RFPS documents directly from UNICEF will be notified in writing of all amendments to the RFPS documents. In order to afford prospective Proposers reasonable time in which to take the amendment into account in preparing their Proposals, UNICEF may, at its sole discretion, extend the Submission Deadline.

1.4 Bid conference. A bid conference is not applicable to this bid.

1.5 Submission Deadline. The deadline for submission of proposals is as follows:

Date and Time of closing will be 21 August 2026 at 10:00am noon.

OFFER SHOULD BE SENT ONLY TO THE DEDICATED EMAIL ETH-Supply Tender Box
eth-tenderservices@unicef.org

OFFERS RECEIVEE OTHER THAN THE DEDICATED EMAIL WILL BE AUTHOMATICALLY DISQUALIFIED.

(i) Technical Proposal - all technical information must be submitted in PDF format. The technical proposal should not contain any information relating to prices or fees. The attachment must be titled #LRFP-2026-9205346 -Technical Proposal- (Company Name)".

(ii) Financial Proposal - all information related to financial must be filled with the bidder's own template and submitted in a separate attachment in PDF. The attachment must be titled #LRFP-2026-9205346-Financial Proposal- (Company Name)".

Any proposals received by UNICEF after the Submission Deadline will be rejected.

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

2. Language

2.1 The Proposal prepared by the Proposer and all correspondence and documents relating to the Proposal exchanged by the Proposer and UNICE, will be written in English. Supporting documents and printed literature furnished by the Proposer may be in another language provided that they are accompanied by an appropriate translation in English. When interpreting the Proposal, the translated version of these supporting documents and printed literature will prevail over the original version of these documents. The sole responsibility for translation, including the accuracy of the translation, will rest with the Proposer.

3. Validity of proposals; Modification and Clarifications; Withdrawal

3.1 Validity Period. Proposers must indicate the validity period of their Proposal. Proposals should be valid for a period of not less than one hundred and twenty (120) days after the Submission Deadline. A Proposal valid for a shorter period of time shall not be further considered. UNICEF may request the Proposer to extend the validity period. The Proposal of Proposers who decline to extend the validity of their Proposal shall become disqualified as no longer valid.

3.2 Other Changes. All changes to the Proposal must be received by UNICEF prior to the Submission Deadline. The Proposer must clearly indicate that the revised Proposal is a modification and supersedes the earlier version of the Proposal or state the changes from the original Proposal.

3.3 Withdrawal of Proposal. A Proposal may be withdrawn by the Proposer on e-mailed, faxed or written request received by UNICEF from the Proposer prior to Submission Deadline. Negligence on the part of the Proposer confers no right for the withdrawal of the Proposal after it has been opened.

3.4 Clarifications Requested by UNICEF. During the evaluation of Proposals, UNICEF may, in its sole discretion, seek clarifications from any Proposer in order for UNICEF to fully understand the Proposer's Proposal and assist in the examination, evaluation and comparison of Proposals. UNICEF may seek such clarifications through written communications or may request an interview with any Proposer. During this clarification process, no change in the price or substance of the Proposal will be sought, offered, or permitted, except as required in order to allow for correction of arithmetical errors discovered by UNICEF.

3.5 References. UNICEF reserves the right to contact any or all references supplied by the Proposer(s) and to seek references from other sources as UNICEF deems appropriate.

4. Eligibility; Proposer Information

4.1 Proposer. The term "Proposer" refers to those companies that submit a proposal pursuant to this RFPS, and "Proposal" refers to all the documents provided by the Proposer in its response to this RFPS. A Proposer will only be eligible for consideration if it complies with the representations set out in Part V of this RFPS, including the representations on ethical standards, including conflicts of interest.

4.2 Joint Venture, Consortium or Association.

(a) If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the proposal, each such legal entity will confirm in their joint Proposal that:

- they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally, and this will be evidenced by a Joint Venture

Agreement among the legal entities, which will be submitted along with the Proposal; and

- if they are awarded the contract, the designated lead entity will enter the contract with UNICEF, who will be acting for and on behalf of all the member entities comprising the joint venture.

(b) After the Proposal has been submitted to UNICEF, the lead entity identified to represent the joint venture will not be altered without the prior written consent of UNICEF.

(c) If a joint venture's Proposal is the Proposal selected for award, UNICEF will award the contract to the joint venture, in the name of its designated lead entity. The lead entity will sign the contract for and on behalf of all other member entities.

4.3 Proposals from Government Organizations. The eligibility of Proposers that are wholly or partly owned by the Government will be subject to UNICEF's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to these RFPS documents, and others that may lead to undue advantage against other Proposers, and the eventual rejection of the Proposal.

4.4 Proposals from organizations where the sole proprietor is a former or retired UNICEF/UN staff member. Any organization, whose sole proprietor is a former or retired staff member of UNICEF (or any other United Nations organization), which submits a Proposal must disclose this previous United Nations employment at the time of submission. Any such Proposal will be treated as though the Proposal came from an individual for the purposes of UNICEF's standard conditions on contracting former and retired members of staff.

5. Preparation of Offer

5.1 Proposers are responsible for informing themselves in preparing their Proposal. In this regard, the Proposers will ensure that they:

- Examine all terms, requirements and formal submission instructions (e.g. regarding form and timing of submission, marking of envelopes, no price information in technical proposal etc.) included in the RFPS documents (including the Instruction to Proposers section);

- Review the RFPS to ensure that they have a complete copy of all documents.

Review the standard UNICEF Contractual Provisions and the UNICEF General Terms and Conditions of Contract (Services) for the supply of services publicly available on the UNICEF Supply website: https://www.unicef.org/supply/resources/procurement-policies;

- Review the UNICEF policies publicly available on the UNICEF Supply website:

https://www.unicef.org/supply/resources/procurement-policies. In particular, Proposers should familiarize themselves with the obligations imposed on suppliers and their personnel and sub-contractors under the UNICEF Policy Prohibiting and Combatting Fraud and Corruption and the UNICEF Policy on Conduct Promoting the Protection and Safeguarding of Children.

- Attend any bid conference if it is mandatory under this RFPS.

- Fully inform and satisfy themselves as to requirements of any relevant authorities and laws that apply, or may in the future apply, to the supply of the services.

Proposers acknowledge that UNICEF, its directors, employees and agents make no representations or warranties (express or implied) as to the accuracy or completeness of this RFPS or any other information

provided to the Proposers.

5.2 Failure to meet all requirements and instructions in the RFPS documents or to provide all requested information will be at the Proposer's own risk and may result in rejection of the Proposer's Proposal.

5.3 The Proposal must be organized to follow the format of this RFPS. Each Proposer must respond to the stated requests or requirements and indicate that the Proposer understands and confirms acceptance of UNICEF's stated requirements. The Proposer should identify any substantive assumption made in preparing its offer. The deferral of a response to a question or issue to any contract negotiation stage is not acceptable. Any item not specifically addressed in the Proposal will be deemed accepted by the Proposer. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will affect the evaluation of the Proposal.

5.4 All references to descriptive materials should be included in the appropriate Proposal paragraph, though the material/documents themselves may be provided as annexes to the Proposal. The Proposer must also provide sufficient information in the Proposal to address each area of the evaluation criteria as presented in this document to allow a fair assessment of all of the Proposers and their Proposals. It is for UNICEF to determine, in its sole discretion, whether the information provided is sufficient.

5.5 The completed and signed Request for Proposal for Services Form must be submitted together with the Proposal. The Request for Proposal for Services Form must be signed by a duly authorized representative of the Organization/Company.

5.6 Proposals must be clearly marked with the RFPS number.

5.7 If answer sheets are provided by UNICEF, then these must be completed by the Proposer.

5.8 Technical Proposal: The Technical Proposal should address the criteria and requirements outlined in this RFPS, paying particular attention to its Terms of Reference/Statement of Work and its evaluation criteria. It is important to note that UNICEF actively welcomes innovative proposals and original solutions to the stated service need. NO PRICE INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL.

5.9 Price Proposal: The Price Proposal should be prepared in accordance with the requirements contained in the Terms of Reference/Statement of Work for this RFPS.

5.10 Each Proposer acknowledges that its participation in any stage of the solicitation process for this RFPS is at its own risk and cost. The Proposer is responsible for, and UNICEF is not responsible for, the costs of preparing its Proposal or response to this RFPS, attendance at any bid conference, site visit, meetings or oral presentations, regardless of the conduct or outcome of the solicitation process.

6. Proposal Documents; Confidentiality

6.1 This RFPS, together with all Proposal documents provided by the Proposer to UNICEF, will be considered the property of UNICEF and Proposals will not be returned to the Proposers.

6.2 Information contained in the Proposal documents, which the Proposer considers to be its confidential information, should be clearly marked "confidential", next to the relevant part of the text, and UNICEF will treat such information accordingly.

6.3 All information and documents provided to the Proposers by UNICEF ("RFPS Materials") shall be treated as confidential by the Proposers. If the Proposer declines to respond to this RFPS, or, if the Proposal is rejected or unsuccessful, the Proposer will promptly return all such RFPS Materials to UNICEF or destroy or delete all such RFPS Materials. The Proposer shall not use the RFPS Materials

for any purpose other than the purpose of preparing a Proposal and shall not disclose the RFPS Materials to any third party, except: (a) with the prior written consent of UNICEF; (b) where the third party is assisting the Proposer in preparing the Proposal, provided the Proposer has previously ensured that party's adherence to this duty of confidentiality; (c) if the relevant RFPS Materials are at the time of this RFPS lawfully in the possession of the Proposer through a party other than UNICEF; (d) if required by law, and provided that the Proposer has previously informed UNICEF in writing of its obligation to disclose the RFPS Materials; or (e) if the RFPS Materials are generally and publicly available other than as a result of breach of confidence by the person receiving the RFPS Materials.

7. Multiple proposals and proposals from related organizations

7.1 Proposers shall not submit more than one Proposal as part of this RFPS process.

7.2 If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal then neither the lead entity nor the member entities of the joint venture may submit another Proposal, either in its own capacity or as a lead entity or a member entity for another joint venture submitting another
Proposal.

7.3 UNICEF reserves the right to reject separate Proposals submitted by two or more Proposers if the Proposers are related organizations and are found to have any of the following:

(a) they have at least one controlling partner, director or shareholder in common; or

(b) any one of them receive or have received any direct or indirect subsidy from the other(s); or

(c) they have a relationship with each other, that gives one or more Proposers access to confidential information about, or influence over, the other Proposal(s); or

(d) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer: or

(e) an expert proposed to be in the team of one Proposer participates in more than one Proposal received for this solicitation process.

PART III -AWARD/ADJUDICATION OF PROPOSALS

1. Award

1.1 Proposal Evaluation Process. The evaluation is carried out by UNICEF in accordance with UNICEF's regulations, rules and practices and all determinations are made in UNICEF's sole discretion.

After opening the Proposals, UNICEF will carry out the following steps in the following order:

First, each Proposal will be evaluated for compliance with the mandatory requirements of this RFPS. Proposals 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 RFPS, including, but not limited to, failure to provide all required information, may result in a Proposal being disqualified from further consideration.

Second, UNICEF will evaluate the Technical Proposal part for compliance with the technical requirements stated in this RFPS on the basis of the Proposal evaluation approach set out below.

Third, UNICEF will undertake a commercial evaluation of the Price Proposal part of technically

compliant Proposals on the basis of the Proposal evaluation approach set out below.

1.2 Proposal Evaluation Approach.

Weighted scoring evaluation approach
The evaluation criteria will be a split between technical and commercial (price proposal) scores (a 70/30 split).

Proposals submitted in response to this RFPS should include and will be evaluated against the following:

a) Technical Evaluation

Total Maximum 70 Points

Only Proposals which receive a minimum of 49 points will be considered further.

b) Price Proposal (commercial evaluation)

The total amount of points allocated for the price component is 20. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions that obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Score for price proposal X = (Max. score for price proposal ([INSERT NUMBER] Points) * Price of lowest priced proposal) / Price of proposal X

Total obtainable Technical and Price points: 100

The Proposer(s) achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the contract(s).]

UNICEF will (subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) award the contract(s) to the vendor(s) providing the lowest priced technically compliant Proposal(s).]

1.3 Multiple Arrangements. UNICEF reserves the right to make multiple arrangements for any service(s) where UNICEF considers it to be in its best interest to do so.

1.4 Negotiation. UNICEF reserves the right to negotiate with the Proposer(s) that has/have attained the best rating/ranking, i.e. those providing the overall best value Proposal.

1.5 Award Notification. UNICEF will only notify the Proposer(s) that has/have been awarded the contract(s) resulting from this solicitation process; UNICEF may, but is not required to, notify the other Proposers of the outcome of this solicitation process.

2. General Terms and Conditions of Contract (Services)

2.1 UNICEF's General Terms and Conditions of Contract (Services) will apply to any contract(s) awarded in connection with this RFPS. By signing the Request for Proposal for Services Form, each Proposer is deemed to have confirmed its acceptance of the UNICEF General Terms and Conditions (Services). The Proposer understands that if it proposes any amendments or additional terms to the UNICEF General Terms and Conditions (Services), these must be clearly detailed in the Proposal and may negatively affect the evaluation of the Proposal.

3. Rights of UNICEF

3.1 UNICEF reserves the following rights:

(a) to accept any Proposal, in whole or in part; to reject any or all Proposals; or to cancel this solicitation process in its entirety.

(b) to verify any information contained in the Proposer's response (and the Proposer will provide UNICEF with its reasonable cooperation with such verification).

(c) to invalidate any Proposal received from a Proposer that, in UNICEF's sole opinion has previously failed to perform satisfactorily or complete contracts on time, or UNICEF believes is not in a position to perform the contract.

(d) to invalidate any Proposal that, in UNICEF's sole opinion, fails to meet the requirements and instructions stated in this RFPS.

(e) to suspend negotiations or withdraw an award to a Proposer at any time up until a contract has been signed with such Proposer. UNICEF is not required to provide any justification but will give notice prior to any such suspension of negotiations or withdrawal of award.

3.2 UNICEF is not liable to any Proposer for any costs, expense or loss incurred or suffered by such Proposer in connection with this RFPS or solicitation process, including, but not limited to, any costs, expense or loss incurred as result of UNICEF exercising any of its rights in paragraph 3.1 above.

PART IV - REQUIREMENTS

1. Price and Payment

1.1 Price. The fee for the services and deliverables will be treated as inclusive of all costs, expenses, charges or fees that the Proposer may incur in connection with the performance of the work. The Proposer is invited to offer any unconditional discounts. Further, the Proposer may offer early payment discounts, i.e. payment within a specific period of time faster than UNICEF's standard payment terms of 30 days.

1.2 Payment Terms. Invoices may be issued to UNICEF only after the services (or components of the services) have been provided and the deliverables (or installments of the deliverables) have been delivered (a) in accordance with the contract and (b) to UNICEF's satisfaction. The standard terms of payment are net 30 days, after receipt of invoice. Payment will be effected by bank transfer in the currency of the contract.

The Proposer will suggest a payment schedule for the contract that is linked to clear milestones and/or deliverables identified in the Terms of Reference/Statement of Work.

1.3 Currency.

(A). the currency of the Proposal shall be in USD. UNICEF will reject any proposals submitted in another currency.
To mitigate the currency uncertainty in Ethiopia currently, the contract will be issued in USD, and the payment will effect in ETB with equivalent UN exchange rate to at a time of Payment.

(B) If the above paragraph (a) explicitly permits two or more specified currencies for the Proposals, then for evaluation purposes only, offers submitted in a currency other than USD, it will be converted into USD. using the United Nations rate of exchange in effect on the submission deadline date.

1.4 Taxes. Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNICEF as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All prices/rates quoted in the Proposal must be net of any direct taxes and any other taxes and duties, unless otherwise specified in the RFPS documents.

2. Implementation

2.1 No Reliance. Except as expressly set out in the RFPS documents, UNICEF will have no obligation to provide any assistance to the contractor and UNICEF makes no representations as to the availability of any facilities, equipment, materials, systems or licenses which may be helpful or useful for the performance of the work. If the Proposer requires any facilities, equipment, materials, systems or licenses in order to do the work, this must be explicitly detailed in its Proposal.

2.2 Sub-contractors. Proposers must identify in their Proposal, any products which may be offered by themselves, but originate from another supplier and/or country. Further, Proposers must identify in their proposal any planned subcontracting of services. All subcontracting arrangements will be reviewed by UNICEF as part of its evaluation of the Proposal.

2.3 Experts. If so, required in the Terms of reference/Statement of Work each key expert profile requested in the Terms of Reference/Statement of Work must sign an exclusivity and availability statement. The purpose of the Exclusivity and Availability Statement is as follows:

(a) The key experts proposed in the Proposal must not be part of any other Proposer's Proposal being submitted for this RFPS process. They must therefore engage themselves exclusively to the Proposer.

b) Each key expert must also undertake to be available, able and willing to work for all the periods foreseen for his/her input during the implementation of the contract as indicated in the Terms of Reference/Statement of Work and the Proposal.

Having selected a Proposal partly on the basis of an evaluation of the key experts presented in the Proposal, UNICEF expects the contract to be executed by these specific experts. As the expected date of mobilization is given in the RFPS, UNICEF will only consider substitutions after the deadline for the submission of offers in cases of unexpected delays in the commencement date beyond the control of the Proposer, or exceptionally because of the incapacity of a key expert for health reasons or due to force majeure or other circumstances which may justify a replacement and which would not have any effect on the selection of the Proposal. The desire of a Proposer to use an expert on another project or a change of mind on the part of an expert about the contract will not be accepted as a reason for substitution of any of the key experts.

2.4 Joint Ventures. The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entities in the joint venture in delivering the requirements of this RFPS, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture will be subject to the eligibility and qualification assessment by UNICEF.
Where a joint venture is presenting its track record and experience in a similar undertaking as those required in this RFPS, it should present such information in the following manner:

(i) Those that were undertaken together by the joint venture; and

(ii) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in this RFPS.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members but should only be claimed by the individual experts themselves in their presentation of their individual credentials.

3. Liquidated Damages

3.1 Liquidated damages. Any contracts awarded in connection with this RFPS will include the following clause on liquidated damages:

"In addition to, and without prejudice to any of the other rights and remedies of UNICEF including, but not limited to, those set out in the UNICEF General Terms and Conditions of Contract (Services), if the Contractor fails to provide the Services or the Deliverables in accordance with the time schedule set out in the Contract, or if UNICEF determines that the Services or Deliverables do not conform to the requirements of the Contract, UNICEF may claim liquidated damages from the Contractor and, at UNICEF's option, the Contractor will pay such liquidated damages to UNICEF or UNICEF will deduct such liquidated damages from the Contractor's invoice(s). Such liquidated damages will be calculated as follows: one half of one per cent (0.5%) of the Contract Fee for the delayed Services and Deliverables for each day of delay, or in the case of a Fee calculated on a time-based rate, one half of one per cent (0.5%) of the time-based rate for all the Contractor Personnel required to provide the relevant Services or Deliverables, until performance of conforming Services or delivery of conforming Deliverables, up to a maximum of ten per cent (10%) of the value of the Contract. The payment or deduction of such liquidated damages will not relieve the Contractor from any of its other obligations or liabilities pursuant to the Contract."

PART V - PROPOSER REPRESENTATIONS

1. Price - Most Favoured Customer

1.1 The Proposer confirms that the fees, rates and charges and related pricing terms with respect to the services specified in the Proposal are the most favourable pricing terms available to any customer of the Proposer (or any of the Proposer's affiliates). If at any time during the term of any contract resulting from the Proposal, any other customer of the Proposer (or of any of the Proposer's affiliates) obtains more favourable pricing terms than those provided to UNICEF, the Proposer will retroactively adjust the fee and related pricing terms under the contract to conform to the more favourable terms and the Proposer will promptly pay UNICEF any amounts owing to UNICEF as a result of such retroactive fee adjustment.

2. General Representations

By submitting its Proposal in response to this RFPS, the Proposer confirms to UNICEF as at the Submission Deadline:

2.1 The Proposer has (a) the full authority and power to submit the Proposal and to enter into any resulting contract, and (b) all rights, licenses, authority and resources necessary, as applicable, to develop, source and supply the services and to perform its other obligations under any resulting contract. The Proposer has not and will not enter into any agreement or arrangement that restrains or restricts any person's rights to use, sell, dispose of or otherwise deal with any service, deliverable or outcome that may be acquired under any resulting contract.

2.2 All of the information it has provided to UNICEF concerning the services and the Proposer is true, correct, accurate and not misleading.

2.3 The Proposer is financially solvent and is able to supply the services to UNICEF in accordance with

the requirements described in this RFPS.

2.4 The use or supply of the services does not and will not infringe any patent, design, trade-name or trade-mark.

2.5 The development and supply of the services has complied, does comply, and will comply with all applicable laws, rules and regulations.

2.6 The Proposer will fulfill its commitments with the fullest regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

2.7 It has the personnel, experience, qualifications, facilities, financial resources and all other skills and resources to perform its obligations under any resulting contract.

2.8 The Proposer agrees to be bound by the decisions of UNICEF, including but not limited to, decisions as to whether the Proposer's Proposal meets the requirements and instructions stated in this RFPS and the results of the evaluation process.

3. Ethical Standards

UNICEF requires that all Proposers observe the highest standard of ethics during the entire solicitation process, as well as the duration of any contract that may be awarded as a result of this solicitation process. UNICEF also actively promotes the adoption by its suppliers of robust policies for the protection and safeguarding of children and the prevention and prohibition of sexual exploitation and sexual abuse.

By submitting its Proposal in response to this RFPS, the Proposer makes the following representations and warranties to UNICEF as at the Submission Deadline:

3.1 In respect of all aspects of the solicitation process the Proposer has disclosed to UNICEF any situation that may constitute an actual or potential conflict of interest or could reasonably be perceived as a conflict of interest. In particular, the Proposer has disclosed to UNICEF if it or any of its affiliates is, or has been in the past, engaged by UNICEF to provide services for the preparation of the design, specifications, cost analysis/estimation, and other documents to be used for the procurement of the services requested under this RFPS; or if it or any of its affiliates has been involved in the preparation and/or design of the programme/project related to the services requested under this RFPS.

3.2 The Proposer has not unduly obtained, or attempted to unduly obtain, any confidential information in connection with the solicitation process and any contract that may be awarded as a result of this solicitation process.

3.3 No official of UNICEF or of any United Nations System organization has received from or on behalf of the Proposer or will be offered by or on behalf of the Proposer, any direct or indirect benefit in connection with this RFPS including the award of the contract to the Proposer. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

3.4 The following requirements with regard to former UNICEF officials have been complied with and will be complied with:

(a) During the one (1) year period after an official has separated from UNICEF, the Proposer may not make a direct or indirect offer of employment to that former UNICEF official if that former UNICEF official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Proposer has participated.

(b) During the two (2) year period after an official has separated from UNICEF, that former official may not, directly or indirectly on behalf of the Proposer, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

3.5 Neither the Proposer nor any of its affiliates, or personnel or directors, is subject to any sanction or temporary suspension imposed by any United Nations System organization or other international inter-governmental organization. The Proposer will immediately disclose to UNICEF if it or any of its affiliates, or personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the contract. If the Proposer or any of its affiliates, or personnel or directors becomes subject to any such sanction or temporary suspension during the term of any resulting contract, UNICEF will be entitled to suspend the contract for a period of time up to thirty (30) days or terminate the contract, at its sole choice, with immediate effect upon delivery of a written notice of suspension or termination, as the case may be, to the Proposer. If UNICEF chooses to suspend the contract it will be entitled to terminate the contract at the end of the thirty (30) days' suspension at UNICEF's sole choice.

3.6 The Proposer will (a) observe the highest standard of ethics; (b) use its best efforts to protect UNICEF against fraud, in the solicitation process and in the performance of any resulting contract; and (c) comply with the applicable provisions of UNICEF's Policy Prohibiting and Combatting Fraud and Corruption which can be accessed on the UNICEF website at https://www.unicef.org/supply/resources/procurement-policies. In particular, the Proposer will not engage, and will ensure that its personnel, agents and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF's Policy Prohibiting and Combatting Fraud and Corruption.

3.7 The Proposer will comply with all laws, ordinances, rules and regulations bearing upon its participation in this solicitation and the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.ungm.org).

3.8 Neither the Proposer nor any of its affiliates, is engaged, directly or indirectly, (a) in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32, or the International Labour Organization's Convention Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, No. 182 (1999); or (b) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.

3.9 The Proposer has taken and will take all appropriate measures to prevent sexual exploitation or abuse of anyone by its personnel including its employees or any person engaged by the Proposer to perform any services in the Proposer's participation in this solicitation. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, will constitute the sexual exploitation and abuse of such person. The Proposer has taken and will take all appropriate measures to prohibit its personnel, including its employees or other people engaged by the Proposer, from exchanging any money, goods, services, or other things of value, for sexual favours or activities or from engaging in any sexual activities that are exploitive or degrading to any person.

3.10 The Proposer confirms that it has read UNICEF's Policy on Conduct Promoting the Protection and Safeguarding of Children. The Proposer will ensure that its Personnel understand the notification requirements expected of them and will establish and maintain appropriate measures to promote compliance with such requirements. The Proposer will further cooperate with UNICEF's implementation of this Policy.

3.11 The Proposer will inform UNICEF as soon as it becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in this Article 3.

3.12 Each of the provisions in this Article 3 of Part V constitutes an essential condition of participation in this solicitation process. In the event of a breach of any of these provisions, UNICEF is entitled to disqualify the Proposer from this solicitation process and/or any other solicitation process, and to terminate any contract that may have been awarded as a result of this solicitation process, immediately upon notice to the Proposer, without any liability for termination charges or any liability of any kind. In addition, the Proposer may be precluded from doing business with UNICEF and any other entity of the United Nations System in the future.

4. Audit

4.1 From time to time, UNICEF may conduct audits or investigations relating to any aspect of a contract awarded in relation to this RFPS, including but not limited to the award of the contract and the Proposer's compliance with the provisions of Article 3 above. The Proposer will provide its full and timely cooperation with any such audits or investigations, including (but not limited to) making its personnel and any relevant data and documentation available for the purposes of such audits or investigations, at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such audits or investigations access to the Proposer's premises at reasonable times and on reasonable conditions in connection with making its personnel and any relevant data and documentation available. The Proposer will require its sub-contractors and its agents to provide reasonable cooperation with any audits or investigations carried out by UNICEF.

5. Mandatory qualification criteria

5.1 In participating in this RFP, the bidder confirms: -

A. Having the legal capacity to enter into a contract
B. Not to be insolvent, in receivership, bankrupt, or being wound up, not have had their business activities suspended and not to be the subject of legal proceedings for any of the foregoing; and
C. Have fulfilled their obligations to pay taxes according to the laws of the Federal Democratic Republic of Ethiopia.
D. Provide Audited financials for the recent 2 years.

5.2 To demonstrate compliance with the criteria in sub-clause

a. Must provide the company’s documents # Business License, Business Registration, TIN certification and Memorandum of Association.
b. Copies of client recommendations or references with their contact details. These are clients for whom you have provided such services in the past.
c. Registration certificates

unicef

INSTRUCTION TO BIDDERS

1. MARKING AND RETURNING PROPOSALS

1.1 Proposals shall be submitted in the manner specified earlier in this solicitation document. Detailed submission guidance at paragraphs 1.7, 1.8 and/or 1.9 should then be followed accordingly.

1.2 The Bid Form/Request for Proposal for Services Form must be signed, and submitted together with the Proposal. The Bid Form/Request for Proposal for Services Form should be signed by the duly authorized representative of the submitting company.

1.3 Proposals must be clearly marked with the RFP(S) number and the name of the company submitting the Proposal.

1.4 Proposers should note that Proposals received in the following manner will be invalidated:

a) with incorrect (as applicable) postal address, email address or fax number;
b) received after the stipulated closing time and date;
c) failure to quote in the currency(ies) stated in the RFP(S);
d) in a different form than prescribed in the RFP(S).

1.5 Technical Proposal: The Technical Proposal should address the criteria and requirements outlined in this RFP(S), paying particular attention to its schedules/Terms of Reference/Statement of Work and its evaluation criteria. It is important to note that UNICEF actively welcomes innovative proposals and original solutions to the stated service/goods need.

NO PRICE INFORMATION SHOULD BE CONTAINED IN THE TECHNICAL PROPOSAL.

1.6 Price Proposal: The Price Proposal should be prepared in accordance with the requirements contained in the schedules/Terms of Reference/Statement of Work for this RFP(S).

1.7 Sealed Proposals (as applicable)

1.7.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.7.2 The Proposal must be sent for the attention of unit/team and address as specified in this RFP/RFPS. Proposals not sent in this manner will be disqualified.

1.7.3 They must be clearly marked as follows:

* Outer sealed envelope:
Name of company
[RFP(S) NO.]
[NAME OF UNIT & UNICEF OFFICE ADDRESS]

* Inner sealed envelope - Technical Proposal (1 original and 2 copies): Name of company, RFP(S) number - technical proposal

* Inner sealed envelope - Price Proposal (1 original and 2 copies): Name of company, RFP(S) number - price proposal

No price information should be provided in the Technical Proposal.

Proposals received in any other manner will be invalidated.

1.7.4 In case of any discrepancy between an original and a copy, the original will prevail.

1.7.5 Any delays encountered in the mail delivery will be at the risk of the Proposer.

1.8 Faxed Proposals (as applicable)

1.8.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.8.2 Faxed Proposals must be returned to the ONLY ACCEPTABLE FAX NUMBER for Proposals as specified in this RFP(S) Document. Proposers should note that Proposals received at any other fax number will be invalidated.

No price information should be provided in the Technical Proposal.

1.9 E-mailed Proposals (as applicable)

1.9.1 See paragraph 1.1 above concerning applicability of this paragraph.

1.9.2 All e-mailed Proposals must be submitted to the ONLY ACCEPTABLE E-MAIL ADDRESS as specified in this solicitation document. No other recipient should be "Cc" or "Bcc" in the e-mail submission. Proposals not sent in this manner will be disqualified.

1.9.3 All Proposals submitted by e-mail must be submitted as email attachments. The Technical Proposal and Price Proposal must be sent as separate attachments and clearly indicated as such in the file name (e.g. Company ABC Technical Proposal, Company ABC Price Proposal). Email links (e.g. to documents to be downloaded from cloud based folders) are not acceptable unless otherwise specifically requested. Proposals submitted as a link or through a link will be invalidated.

2. OPENING OF PROPOSALS

2.1 Proposals received prior to the stated closing time and date will be kept unopened. UNICEF will open Proposals when the specified time has arrived and no Proposal received thereafter will be considered.

2.2 UNICEF will accept no responsibility for the premature opening of a Proposal which is not properly addressed or identified.

2.3 In cases when a Public Opening is held, the invited proposers, or their authorized representative, may attend the public Proposal opening at the time, date and location specified in the RFP(S) documents.

3. UNGM REGISTRATION

3.1 UNICEF is part of the United Nations Global Marketplace(UNGM). Accordingly, all proposers are encouraged to become a UNICEF vendor by creating a vendor profile in the UNGM website: www.ungm.org

4. AWARD NOTIFICATION

4.1 UNICEF reserves the right to make a public notification of the outcome on an RFP(S) advising product/service, awarded supplier and total value of award.

unicef

ANNEX A
GENERAL TERMS AND CONDITIONS

GENERAL TERMS AND CONDITIONS OF CONTRACT (Goods)

Definitions and UNICEF Supply Website

1.1 In these General Terms and Conditions (Goods), the following terms have the following meaning:

"Affiliates" means, with respect to the Supplier, any of its corporate affiliates or associates, including parent entities, subsidiaries, and other entities in which it owns a substantial interest.

"Confidential Information" means information or data that is designated as confidential at the time of exchange between the Parties or promptly identified as confidential in writing when furnished in intangible form or disclosed orally, and information, the confidential or proprietary nature of which is or should be reasonably apparent from the inherent nature, quality or characteristics of such information.

"Consignee" means the consignee designated in the Contract.

"Contract" means the purchase contract that incorporates these General Terms and Conditions (Goods). It includes purchase orders issued by UNICEF, whether or not they are issued under a long-term arrangement or similar contract.

"Goods" means the goods specified in the relevant section of the Contract.

"Host Government" means a Government with which UNICEF has a programme of development cooperation, and includes a Government of a country in which UNICEF provides humanitarian assistance.

"INCOTERMS" means the international commercial terms known as the INCOTERMS rules, issued by the International Chamber of Commerce, most-recently issued at the effective date of the Contract. References in the Contract to trade terms (such as "FCA", "DAP" and "CIP") are references to those terms as defined by the INCOTERMS.

"Parties" means the Contractor and UNICEF together and a "Party" means each of the Contractor and UNICEF.

Supplier's "Personnel" means the Supplier's officials, employees, agents, individual sub-contractors and other representatives.

"Price" is defined in Article 3.1.

"Supplier" is the supplier named in the Contract.

"UNICEF Supply Website" means UNICEF's public access webpage available at http://www.unicef.org/supply/index_procurement_policies.html, as may be updated from time to time.

1.2 These General Terms and Conditions of Contract, UNICEF's Policy Prohibiting and Combatting Fraud and Corruption, UNICEF's Policy on Safeguarding (as updated from time to time), the UN Supplier Code of Conduct, and UNICEF's Information Disclosure Policy referred to in the Contract, as well as other policies applicable to the Supplier, are publicly available on the UNICEF Supply Website. The Supplier represents that it has reviewed all such policies as of the effective date of the Contract.

2. Delivery; Inspection; Risk of Loss

2.1 The Supplier will deliver the Goods to the Consignee at the place and within the time period for delivery stated in the Contract. The Supplier will comply with the INCOTERM or similar trade term expressly stated in the Contract as applying to the Goods to be supplied under the Contract and all other delivery terms and instructions stated in the Contract. Notwithstanding any INCOTERM, the Supplier will obtain any export licences required for the Goods. The Supplier will ensure that UNICEF receives all necessary transport documents in a timely manner so as to enable UNICEF or the Consignee (if different to UNICEF) to take delivery of the Goods in accordance with the requirements of the Contract. The Supplier will neither seek nor accep t instructions from any entity other than UNICEF (or entities authorized by UNICEF to give instructions to the Supplier) in connection with the supply and delivery of the Goods.

2.2 The Supplier will use its best efforts to accommodate reasonable requests for changes (if any) to the requirements for the Goods (such as packaging, packing and labeling requirements), shipping instructions or delivery date of the Goods set out in the Contract. If UNICEF requests any material change to the requirements for the Goods, shipping instructions or delivery date, UNICEF and the Supplier will negotiate any necessary changes to the Contract, including as to Price and the time schedule. Any such agreed changes will become effective only when they are set out in a written amendment to the Contract signed by both UNICEF and the Supplier. Should the Parties fail to agree on any such changes within thirty (30) days, UNICEF will have the option to terminate the Contract without penalty notwithstanding any other provision of the Contract.

2.3 The Supplier acknowledges that UNICEF may monitor the Supplier's performance under the Contract. The Supplier agrees to provide its full cooperation with such performance monitoring, at no additional cost or expense to UNICEF, and provide relevant information as reasonably requested by UNICEF, including, but not limited to, the date of receipt of the Contract, detailed delivery status, costs to be charged and payments made by UNICEF or pending.

Inspection

2.4 UNICEF or the Consignee (if different from UNICEF) will have a reasonable time to inspect the Goods after delivery. At UNICEF's request, the Supplier will provide its reasonable cooperation to UNICEF or the Consignee with regard to such inspection, including but not limited to access to production data, at no charge. The Supplier acknowledges that any inspection of the Goods by or on behalf of UNICEF or the Consignee does not constitute a determination that the specifications for the Goods set out in the Contract (including the mandatory technical requirements) have or have not been met. The Supplier will be required to comply with its warranty and other contractual obligations whether or not UNICEF or the Consignee carries out an inspection of the Goods.

Delivery not Acceptance; Consequences of Delayed Delivery and Non-conforming Goods

2.5 If the Supplier determines it will be unable to deliver all or some of the Goods to the Consignee by the delivery date(s) stipulated in the Contract, the Supplier will (a) immediately consult with UNICEF to determine the most expeditious means for delivering the Goods; and (b) use an expedited means of delivery, at the Supplier's cost (unless the delay is due to force majeure as defined in Article 6.7 below), if reasonably requested by UNICEF to do so. Partial deliveries of Goods will not be accepted unless prior written approval for such partial delivery has been given by UNICEF to the Supplier.

2.6 Delivery of the Goods will not constitute acceptance of the Goods. If some or all of the Goods do not conform to the requirements of the Contract or if the Supplier delivers the Goods late or fails to deliver the Goods (or any part of the Goods) in accordance with the agreed delivery dates and delivery terms and instructions, UNICEF may, without prejudice to any of its other rights and remedies, exercise one or more of the following rights under the Contract at UNICEF's option:

(a) UNICEF can reject and refuse to accept any or all of the Goods (including those that do conform to the Contract). If UNICEF rejects the Goods, the Supplier will, at its own cost, arrange for the prompt return of the rejected Goods and, at UNICEF's option, the Supplier will promptly replace the rejected Goods with Goods of equal or better quality (and will be responsible for all costs related to such replacement) or UNICEF may exercise its other rights set out below;

(b) UNICEF may procure all or part of the Goods from other sources, in which case the Supplier will be responsible for any additional costs beyond the balance of the Price for such Goods;

(c) Upon UNICEF's demand, the Supplier will refund all payments (if any) made by UNICEF in respect of the rejected Goods or the Goods that have not been delivered in accordance with the delivery dates and delivery terms;

(d) UNICEF can give written notice of breach and, if the Supplier fails to remedy the breach, can terminate the Contract in accordance with Article 6.1 below;

(e) UNICEF can require the Supplier to pay liquidated damages as set out in the Contract.

2.7 Further to Article 11.6 below, the Supplier expressly acknowledges that if, in respect of any consignment, UNICEF takes delivery of all or some of the Goods that have been delivered late or otherwise not in full compliance with the delivery terms and instructions or that are not in full conformity with the requirements of the Contract, this does not constitute a waiver of UNICEF's rights in respect of such late delivery or non-compliant Goods.

Risk of Loss; Title to Goods

2.8 Risk of loss, damage to or destruction of Goods supplied under the Contract, and responsibility for arranging and paying for freight and insurance, will be governed by the INCOTERM or similar trade term expressly stated in the Contract as applying to the Goods supplied under the Contract and any other express terms of the Contract. In the absence of any such INCOTERM or similar trade term or other express terms, the following provisions will apply: (a) the entire risk of loss, damage to or destruction of the Goods will be borne exclusively by the Supplier until physical delivery of the Goods to the Consignee has been completed in accordance with the Contract; and (b) the Supplier will be solely liable for making all transport arrangements and for payment of freight and insurance costs for the shipment and delivery of the Goods in accordance with the requirements of the Contract.

2.9 Unless otherwise expressly provided in the Contract, title in and to the Goods will pass from the Supplier to the Consignee upon delivery of the Goods in accordance with the applicable delivery terms and acceptance of the Goods in accordance with the Contract.

3. Price; Invoicing; Tax Exemption; Payment Terms

3.1 The price for the Goods is the amount specified in the price section of the Contract (the "Price"), it being understood that such amount is specified in United States dollars unless otherwise expressly provided for in the price section of the Contract. The Price includes the cost of packaging and packing the Goods in accordance with the requirements of the Contract and delivery in accordance with the applicable delivery terms. The Price is inclusive of all costs, expenses, charges or fees that the Supplier may incur in connection with the performance of its obligations under the Contract; provided that, without prejudice to or limiting the provisions of Article 3.3 below, all duties and other taxes imposed by any authority or entity must be separately identified. It is understood and agreed that the Supplier will not request any change to the Price after delivery of the Goods by the Supplier and that the Price cannot be changed except by written agreement between the Parties before the Goods are delivered.

3.2 The Supplier will issue invoices to UNICEF only after the Supplier has fulfilled the delivery terms of the Contract. The Supplier will issue (a) one (1) invoice in respect of the payment being sought, in the currency specified in the Contract and in English, indicating the Contract identification number listed on the front page of the Contract; and (b) copies of the shipping documents and other supporting documents as specified in the Contract.

3.3 The Supplier authorizes UNICEF to deduct from the Supplier's invoices any amount representing direct taxes (except charges for utilities services) and customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for UNICEF's official use, in accordance with the exemption from tax in Article II, Section 7 of the Convention of the Privileges and Immunities of the United Nations, 1946. In the event any governmental authority refuses to recognize this exemption from taxes, restrictions, duties or charges, the Supplier will immediately consult with UNICEF to determine a mutually acceptable procedure. The Supplier will provide full cooperation to UNICEF with regard to securing UNICEF's exemption from, or refund of amounts paid as, value-added taxes or taxes of a similar nature.

3.4 UNICEF will notify the Supplier of any dispute or discrepancy in the content or form of any invoice. With respect to disputes regarding only a portion of such invoice, UNICEF will pay the Supplier the amount of the undisputed portion in accordance with Article 3.5 below. UNICEF and the Supplier will consult in good faith to promptly resolve any dispute with respect to any invoice. Upon resolution of such dispute, any amounts that have not been charged in accordance with the Contract will be deducted from the invoice(s) in which they appear and UNICEF will pay any agreed remaining items in the invoice(s) in accordance with Article 3.5 within thirty (30) days after the final resolution of such dispute.

3.5 UNICEF will pay the uncontested amount of the Supplier's invoice within thirty (30) days of receiving both the invoice and the shipping documents and other supporting documents, as referred to in Article 3.2 above. The amount paid will reflect any discount(s) shown under the payment terms of the Contract. The Supplier will not be entitled to interest on any late payment or any sums payable under the Contract nor any accrued interest on payments withheld by UNICEF in connection with a dispute. Payment will not relieve the Supplier of its obligations under the Contract. Payment will not be deemed acceptance of the Goods or waiver of any rights with regard to the Goods.

3.6 Each invoice will confirm the Supplier's bank account details provided to UNICEF as part of the Supplier's registration process with UNICEF. All payments due to the Supplier under the Contract will be made by electronic funds transfer to that bank account. It is the Supplier's responsibility to ensure that the bank details supplied by it to UNICEF are up-to-date and accurate and notify UNICEF in writing by an authorized representative of the Supplier of any changes in bank details together with supporting documentation satisfactory to UNICEF.

3.7 The Supplier acknowledges and agrees that UNICEF may withhold payment in respect of any invoice if, in UNICEF's opinion, the Supplier has not performed in accordance with the terms and conditions of the Contract, or if the Supplier has not provided sufficient documentation in support of the invoice.

3.8 UNICEF will have the right to set off against any amount or amounts due and payable by UNICEF to the Supplier under the Contract, any payment, indebtedness or other claim (including, without limitation, any overpayment made by UNICEF to the Supplier) owing by the Supplier to UNICEF under the Contract or under any other contract or agreement between the Parties. UNICEF will not be required to give the Supplier prior notice before exercising this right of set-off (such notice being waived by the Supplier). UNICEF will promptly notify the Supplier after it has exercised such right of set-off, explaining the reasons for such set-off, provided however that the failure to give such notification will not affect the validity of such set-off.

3.9 Each of the invoices paid by UNICEF may be subject to a post-payment audit by UNICEF's external and internal auditors or by other authorised agents of UNICEF, at any time during the term of the Contract and for three (3) years after the Contract terminates. UNICEF will be entitled to a refund from the Supplier of amounts such audit or audits determine were not in accordance with the Contract regardless of the reasons for such payments (including but not limited to the actions or inactions of UNICEF staff and other personnel).

4. Representations and Warranties; Indemnification; Insurance

Representations and Warranties

4.1 The Supplier represents and warrants that as of the effective date and throughout the term of the Contract: (a) it has the full authority and power to enter into the Contract and to perform its obligations under the Contract and the Contract is a legal, valid and binding obligation, enforceable against it in accordance with its terms; (b) it has, and will maintain throughout the term of the Contract, all rights, licenses, authority and resources necessary, as applicable, to develop, source, manufacture and supply the Goods and to perform its other obligations under the Contract; (c) all of the information concerning the Goods and the Supplier that it has previously provided to UNICEF, or that it provides to UNICEF during the term of the Contract, is true, correct, accurate and not misleading; (d) it is financially solvent and is able to supply the Goods to UNICEF in accordance with the terms and conditions of the Contract; (e) the use or supply of the Goods does not and will not infringe any patent, design, trade-name or trade-mark; (f) it has not and will not enter into any agreement or arrangement that restrains or restricts any person's rights to use, sell, dispose of or otherwise deal with the Goods; and (g) the development, manufacture and supply of the Goods is, and will continue to be, in compliance with all applicable laws, rules and regulations. The Supplier will fulfill its commitments with the fullest regard to the interests of UNICEF and will refrain from any action which may adversely affect UNICEF or the United Nations.

4.2 The Supplier further represents and warrants that the Goods (including packaging): (a) conform to the quality, quantity and specifications for the Goods stated in the Contract (including, in the case of perishable or pharmaceutical products, the shelf life specified in the Contract); (b) conform in all respects to the technical documentation provided by the Supplier in respect of such Goods and, if samples were provided to UNICEF prior to entering into the Contract, are equal and comparable in all respects to such samples; (c) are new and factory-packed; (d) are fit for the purposes for which such goods are ordinarily used and for purposes expressly made known to the Supplier by UNICEF in the Contract; (e) are of consistent quality and free from faults and defects in design, manufacture, workmanship and materials; (f) are free from all liens, encumbrances or other third party claims; and (g) are contained or packaged in accordance with the standards of export packaging for the type and quantities of the Goods specified in the Contract, and for the modes of transport of the Goods specified in the Contract (including but not limited to, in a manner adequate to protect them in such modes of transport), and marked in a proper manner in accordance with the instructions stipulated in the Contract and applicable law.

4.3 The warranties provided in Article 4.2 will remain valid for the warranty period specified in the Contract; provided that (a) the warranty period for pharmaceutical goods or other perishable products will be no less than the shelf-life of those Goods specified in the Contract; and (b) if no warranty period or shelf-life is specified in the Contract, the warranties will remain valid from the date the Supplier signs the Contract until the day twelve (12) months after fulfillment of the delivery terms or such later date as may be prescribed by law.

4.4 If the Supplier is not the original manufacturer of the Goods or any part of the Goods, the Supplier assigns to UNICEF (or, at UNICEF's instructions, the Government or other entity that receives the Goods) all manufacturers' warranties in addition to any other warranties under the Contract.

4.5 The representations and warranties made by the Supplier in Articles 4.1 and 4.2 and the Supplier's obligations in Articles 4.3 and 4.4 above are made to and are for the benefit of (a) each entity that makes a direct financial contribution to the purchase of Goods; and (b) each Government or other entity that receives the Goods.

Indemnification

4.6 The Supplier will indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, employees, consultants and agents, each entity that makes a direct financial contribution to the purchase of the Goods and each Government or other entity that receives the Goods, from and against all suits, claims, demands, losses and liability of any nature or kind, including their costs and expenses, by a third party and arising out of the acts or omissions of the Supplier or its Personnel or sub-contractors in the performance of the Contract. This provision will extend to but not be limited to (a) claims and liability in the nature of workers' compensation; (b) product liability; and (c) any actions or claims pertaining to the alleged infringement of a patent, design, trade-name or trade-mark arising in connection with the Goods or other liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property provided or licensed to UNICEF under the Contract or used by the Supplier, its Personnel or sub-contractors in the performance of the Contract.

4.7 UNICEF will report any such suits, proceedings, claims, demands, losses or liability to the Supplier within a reasonable period of time after having received actual notice. The Supplier will have sole control of the defence, settlement and compromise of any such suit, proceeding, claim or demand except with respect to the assertion or defence of the privileges and immunities of UNICEF or any matter relating to UNICEF's privileges and immunities (including matters relating to UNICEF's relations with Host Governments), which as between the Supplier and UNICEF, only UNICEF itself (or relevant

governmental entities) will assert and maintain. UNICEF will have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its own choosing.

Insurance

4.8 The Supplier will comply with the following insurance requirements:

(a) The Supplier will have and maintain in effect with reputable insurers and in sufficient amounts, insurance against all of the Supplier's risks under the Contract (including, but not limited to, the risk of claims arising out of or related to the Supplier's performance of the Contract), including the following:

(i) Insurance against all risks in respect of its property and any equipment used for the performance of the Contract;

(ii) General liability insurance against all risks in respect of the Contract and claims arising out of the Contract including, but not limited to, product liability insurance, in an adequate amount to cover all claims arising from or in connection with the Supplier's performance under the Contract. The Supplier's product liability insurance will cover the direct and indirect financial consequences of liability (including all costs, including replacement costs, related to recall campaigns) sustained by UNICEF or third parties as a result of or relating to the Goods;

(iii) All appropriate workers' compensation and employer's liability insurance, or its equivalent, with respect to its Personnel and sub-contractors to cover claims for death, bodily injury or damage to property arising from the performance of the Contract; and

(iv) Such other insurance as may be agreed upon in writing between UNICEF and the Supplier.

(b) The Supplier will maintain the insurance coverage referred to in Article 4.8(a) above during the term of the Contract and for a period after the Contract terminates extending to the end of any applicable limitations period with regard to claims against which the insurance is obtained.

(c) The Supplier will be responsible to fund all amounts within any policy deductible or retention.

(d) Except with regard to the insurance referred to in paragraph (a)(iii) above, the insurance policies for the Supplier's insurance required under this Article 4.8 will (i) name UNICEF as an additional insured; (ii) include a waiver by the insurer of any subrogation rights against UNICEF; and (iii) provide that UNICEF will receive thirty (30) days' written notice from the insurer prior to any cancellation or change of coverage.

(e) The Supplier will, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article 4.8.

(f) Compliance with the insurance requirements of the Contract will not limit the Supplier's liability either under the Contract or otherwise.

Liability

4.9 The Supplier will pay UNICEF promptly for all loss, destruction or damage to UNICEF's property caused by the Supplier's Personnel or sub-contractors in the performance of the Contract.

5. Intellectual Property and Other Proprietary Rights; Confidentiality

Intellectual Property and Other Proprietary Rights

5.1 Unless otherwise expressly provided for in the Contract:

(a) Subject to paragraph (b) of this Article 5.1, UNICEF will be entitled to all intellectual property and other proprietary rights with regard to products, processes, inventions, ideas, know-how, data or documents and other materials ("Contract Materials") that (i) the Supplier develops for UNICEF under the Contract and which bear a direct relation to the Contract or (ii) are produced, prepared or collected in consequence of, or during the course of, the performance of the Contract. The term "Contract Materials" includes, but is not limited to, all maps, drawings, photographs, plans, reports, recommendations, estimates, documents developed or received by, and all other data compiled by or received by, the Supplier under the Contract. The Supplier acknowledges and agrees that Contract Materials constitute works made for hire for UNICEF. Contract Materials will be treated as UNICEF's Confidential Information and will be delivered only to authorized UNICEF officials on expiry or termination of the Contract.

(b) UNICEF will not be entitled to, and will not claim any ownership interest in, any intellectual property or other proprietary rights of the Supplier that pre-existed the performance by the Supplier of its obligations under the Contract, or that the Supplier may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract. The Supplier grants to UNICEF a perpetual license to use such intellectual property or other proprietary rights solely for the purposes of and in accordance with the requirements of the Contract.

(c) At UNICEF's request, the Supplier will take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring (or, in the case, intellectual property referred to in paragraph (b) above, licensing) them to UNICEF in compliance with the requirements of the applicable law and of the Contract.

Confidentiality

5.2 Confidential Information that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract will be held in confidence by the Recipient. The Recipient will use the same care and discretion to avoid disclosure of the Discloser's Confidential Information as the Recipient uses for its own Confidential Information and will use the Discloser's Confidential Information solely for the purpose for which it was disclosed to the Recipient. The Recipient will not disclose the Discloser's Confidential Information to any other party:

(a) except to those of its Affiliates, employees, officials, representatives, agents and sub-contractors who have a need to know such Confidential Information for purposes of performing obligations under the Contract; or

(b) unless the Confidential Information (i) is obtained by the Recipient from a third party without restriction; (ii) is disclosed by the Discloser to a third party without any obligation of confidentiality; (iii) is known by the Recipient prior to disclosure by the Discloser; or (iv) at any time is developed by the Recipient completely independently of any disclosures under the Contract.

5.3 If the Supplier receives a request for disclosure of UNICEF's Confidential Information pursuant to any judicial or law enforcement process, before any such disclosure is made the Supplier (a) will give UNICEF sufficient notice of such request in order to allow UNICEF to have a reasonable opportunity to secure the intervention of the relevant national Government to establish protective measures or take such other action as may be appropriate; and (b) will so advise the relevant authority that requested disclosure. UNICEF may disclose the Supplier's Confidential Information to the extent required pursuant to resolutions or regulations of its governing bodies.

5.4 Subject to Article 5.3, the Supplier may not communicate at any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF that has not been made public, except with the prior authorization of UNICEF; nor will the Supplier at any time use such information to private advantage.

End of Contract

5.5 Upon the expiry or earlier termination of the Contract, the Supplier will:

(a) return to UNICEF all of UNICEF's Confidential Information or, at UNICEF's option, destroy all copies of such information held by the Supplier or its sub-contractors and confirm such destruction to UNICEF in writing; and

(b) will transfer to UNICEF all intellectual and other proprietary information in accordance with Article 5.1(a).

6. Termination; Force Majeure

Termination by Either Party for Material Breach

6.1 If one Party is in material breach of any of its obligations under the Contract, the other Party can give it written notice that within thirty (30) days of receiving such notice the breach must be remedied (if such breach is capable of remedy). If the breaching Party does not remedy the breach within the thirty (30) days' period or if the breach is not capable of remedy, the non-breaching Party can terminate the Contract. The termination will be effective thirty (30) days after the non-breaching Party gives the breaching Party written notice of termination. The initiation of conciliation or arbitral proceedings in accordance with Article 9 (Privileges and Immunities; Settlement of Disputes) below will not be grounds for termination of the Contract.

Additional Termination Rights of UNICEF

6.2 In addition to the termination rights under Article 6.1 above, UNICEF can terminate the Contract with immediate effect upon delivery of a written notice of termination, without any liability for termination charges or any other liability of any kind:

(a) in the circumstances described in, and in accordance with, Article 7 (Ethical Standards); or

(b) if the Supplier breaches any of the provisions of Articles 5.2-5.4 (Confidentiality); or

(c) if the Supplier (i) is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent; (ii) is granted a moratorium or a stay, or is declared insolvent; (iii) makes an assignment for the benefit of one or more of its creditors; (iv) has a receiver appointed on account of the insolvency of the Supplier; (v) offers a settlement in lieu of bankruptcy or receivership; or (vi) has become, in UNICEF's reasonable judgment, subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Supplier to perform any of its obligations under the Contract.

6.3 In addition to the termination rights under Articles 6.1 and 6.2 above, UNICEF can terminate the Contract at any time by providing written notice to the Supplier in any case in which UNICEF's mandate applicable to the performance of the Contract or UNICEF's funding applicable to the Contract is curtailed or terminated, whether in whole or in part. UNICEF can also terminate the Contract upon sixty (60) days' written notice to the Supplier without having to provide any justification.

6.4 As soon as it receives a notice of termination from UNICEF, the Supplier will immediately take steps to cease provision of the Goods in a prompt and orderly manner and to minimize costs and will seek instructions from UNICEF regarding Goods in transit (if any) and will not undertake any further or additional commitments as of and following the date it receives the termination notice. In addition, the Supplier will take any other action that may be necessary, or that UNICEF may direct in writing, for the minimization of losses and for the protection and preservation of any property (whether tangible or intangible) related to the Contract that is in the possession of the Supplier and in which UNICEF has or may be reasonably expected to acquire an interest.

6.5 If the Contract is terminated, no payment will be due from UNICEF to the Supplier except for Goods delivered in accordance with the requirements of the Contract and only if such Goods were ordered, requested or otherwise provided prior to the Supplier's receipt of notice of termination from UNICEF or, in the case of termination by the Supplier, the effective date of such termination. The Supplier will have no claim for any further payment beyond payments in accordance with this Article 6.5, but will remain liable to UNICEF for all loss or damages which may be suffered by UNICEF by reason of the Supplier's default (including but not limited to cost of the purchase and delivery of replacement or substitute goods).

6.6 The termination rights in this Article 6 are in addition to all other rights and remedies of UNICEF under the Contract.

Force Majeure

6.7 If one Party is rendered permanently unable, wholly or in part, by reason of force majeure to perform its obligations under the Contract, the other Party may terminate the Contract on the same terms and conditions as are provided for in Article 6.1 above, except that the period of notice will be seven (7) days instead of thirty (30) days. "Force majeure" means any unforeseeable and irresistible events arising from causes beyond the control of the Parties, including acts of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism or other acts of a similar nature or force. "Force majeure" does not include (a) any event which is caused by the negligence or intentional action of a Party; (b) any event which a diligent party could reasonably have been expected to take into account and plan for at the time the Contract was entered into; (c) the insufficiency of funds, inability to make any payment required under the Contract, or any economic conditions, including but not limited to inflation, price escalations, or labour availability; or (d) any event resulting from harsh conditions or logistical challenges for the Supplier (including civil unrest) associated with locations at which UNICEF is operating or is about to operate or is withdrawing from, or any event resulting from UNICEF's humanitarian, emergency, or similar response operations.

7. Ethical Standards

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

7.2 (a) The Supplier represents and warrants that no official of UNICEF or of any United Nations System organisation has received from or on behalf of the Supplier, or will be offered by or on behalf of the Supplier, any direct or indirect benefit in connection with the Contract including the award of the Contract to the Supplier. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

(b) The Supplier represents and warrants that the following requirements with regard to former UNICEF officials have been complied with and will be complied with:

(i) During the one (1) year period after an official has separated from UNICEF, the Supplier may not make a direct or indirect offer of employment to that former UNICEF official if that former UNICEF official was, during the three years prior to separating from UNICEF, involved in any aspect of a UNICEF procurement process in which the Supplier has participated.

(ii) During the two (2) year period after an official has separated from UNICEF, that former official may not, directly or indirectly on behalf of the Supplier, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

(c) The Supplier represents that, in respect of all aspects of the Contract (including the award of the Contract by UNICEF to the Supplier and the selection and awarding of sub-contracts by the Supplier), it has disclosed to UNICEF any situation that may constitute an actual or potential conflict of interest or could reasonably be perceived as a conflict of interest.

7.3 The Supplier further represents and warrants that neither it nor any of its Affiliates, or Personnel or directors, is subject to any sanction or temporary suspension imposed by any United Nations System organisation or other international inter-governmental organisation. The Supplier will immediately disclose to UNICEF if it or any of its Affiliates, or Personnel or directors, becomes subject to any such sanction or temporary suspension during the term of the Contract.

7.4 The Supplier will (a) observe the highest standard of ethics; (b) use its best efforts to protect UNICEF against fraud, in the performance of the Contract; and (c) comply with the applicable provisions of UNICEF's Policy Prohibiting and Combatting Fraud and Corruption. In particular, the Supplier will not engage, and will ensure that its Personnel, agents and sub-contractors do not engage, in any corrupt, fraudulent, coercive, collusive or obstructive conduct as such terms are defined in UNICEF's Policy Prohibiting and Combatting Fraud and Corruption.

7.5 The Supplier will, during the term of the Contract, comply with (a) all laws, ordinances, rules and regulations bearing upon the performance of its obligations under the Contract and (b) the standards of conduct required under the UN Supplier Code of Conduct (available at the United Nations Global Marketplace website - www.ungm.org).

7.6 The Supplier further represents and warrants that neither it nor any of its Affiliates, is engaged, directly or indirectly, (a) in any practice inconsistent with the rights set out in the Convention on the Rights of the Child, including Article 32, or the International Labour Organisation's Convention Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, No. 182 (1999); or (b) in the manufacture, sale, distribution, or use of anti-personnel mines or components utilised in the manufacture of anti-personnel mines.

7.7 The Supplier represents and warrants that it has taken and will take all appropriate measures to prevent sexual exploitation or abuse of anyone by its Personnel including its employees or any persons engaged by the Supplier to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, will constitute the sexual exploitation and abuse of such person. In addition, the Supplier represents and warrants that it has taken and will take all appropriate measures to prohibit its Personnel including its employees or other persons engaged by the Supplier, from exchanging any money, goods, services, or other things of value, for sexual favours or activities or from engaging in any sexual activities that are exploitive or degrading to any person. This provision constitutes an essential term of the Contract and any breach of this representation and warranty will entitle UNICEF to terminate the Contract immediately upon notice to the Supplier, without any liability for termination charges or any other liability of any kind.

7.8 The Supplier will inform UNICEF as soon as it becomes aware of any incident or report that is inconsistent with the undertakings and confirmations provided in this Article 7.

7.9 The Supplier acknowledges and agrees that each of the provisions in this Article 7 constitutes an essential term of the Contract.

(a) UNICEF will be entitled, in its sole discretion and at its sole choice, to suspend or terminate the Contract and any other contract between UNICEF and the Supplier with immediate effect upon written notice to the Supplier if: (i) UNICEF becomes aware of any incident or report that is inconsistent with, or the Supplier breaches any of, the undertakings and confirmations provided in this Article 7 or the equivalent provisions of any contract between UNICEF and the Supplier or any of the Supplier's Affiliates, or (ii) the Supplier or any of its Affiliates, or Personnel or directors becomes subject to any sanction or temporary suspension described in Article 7.3 during the term of the Contract.

(b) In the case of suspension, if the Supplier takes appropriate action to address the relevant incident or breach to UNICEF's satisfaction within the period stipulated in the notice of suspension, UNICEF may lift the suspension by written notice to the Supplier and the Contract and all other affected contracts will resume in accordance with their terms. If, however, UNICEF is not satisfied that the matters are being adequately addressed by the Supplier, UNICEF may at any time, exercise its right to terminate the Contract and any other contract between UNICEF and the Supplier.

(c) Any suspension or termination under this Article 7 will be without any liability for termination or other charges or any other liability of any kind.

8. Full Cooperation with Audits And Investigations

8.1 From time to time, UNICEF may conduct investigations relating to any aspect of the Contract including but not limited to the award of the Contract, the way in which the Contract operates or operated, and the Parties' performance of the Contract generally and including but not limited to the Supplier's compliance with the provisions of Article 7 above. The Supplier will provide its full and timely cooperation with any such inspections, post-payment audits or investigations, including (but not limited to) making its Personnel and any relevant data and documentation available for the purposes of such inspections, post-payment audits or investigations, at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such inspections, post-payment audits or investigations access to the Supplier's premises at reasonable times and on reasonable conditions in connection with making its Personnel and any relevant data and documentation available. The Supplier will require its sub-contractors and its agents, including, but not limited to, the Supplier's attorneys, accountants or other advisers, to provide reasonable cooperation with any inspections, post-payment audits or investigations carried out by UNICEF.

9. Privileges and Immunities; Settlement of Disputes

9.1 Nothing in or related to the Contract will be deemed a waiver, express or implied, deliberate or inadvertent, of any of the privileges and immunities of the United Nations, including UNICEF and its subsidiary organs, under the Convention on the Privileges and Immunities of the United Nations, 1946, or otherwise.

9.2 The terms of the Contract will be interpreted and applied without application of any system of national or sub-national law.

9.3 The Parties will use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to the Contract. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation will take place in accordance with the UNCITRAL Conciliation Rules then in force, or according to such other procedure as may be agreed between the Parties. Any dispute, controversy or claim between the Parties arising out of the Contract which is not resolved within ninety (90) days after one Party receives a request from the other Party for amicable settlement can be referred by either Party to arbitration. The arbitration will take place in accordance with the UNCITRAL Arbitration Rules then in force. The venue of the arbitration will be New York, NY, USA. The arbitral proceedings will be conducted in English. The decisions of the arbitral tribunal will be based on general principles of international commercial law. The arbitral tribunal will have no authority to award punitive damages. In addition, the arbitral tribunal will have no authority to award interest in excess of the United States Federal Reserve Bank of New York's Secured Overnight Financing Rate (SOFR) then prevailing and any such interest will be simple interest only. In light of the privileges and immunities of UNICEF, references in the UNCITRAL Arbitration Rules to the place of arbitration shall connote only the actual location for the arbitral proceedings but shall not mean the "seat" or "juridical seat" or "juridical place" for such proceedings. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

10. Notices

10.1 Any notice, request or consent required or permitted to be given or made pursuant to the Contract will be in writing, and addressed to the persons listed in the Contract for the delivery of notices, requests or consents. Notices, requests or consents will be delivered in person, by registered mail, or by confirmed email transmission. Notices, requests or consents will be deemed received upon delivery (if delivered in person), upon signature of receipt (if delivered by registered mail), or twenty-four (24) hours after confirmation of receipt is sent from the addressee's email address (if delivered by confirmed email transmission).

10.2 Any notice, document or receipt issued in connection with the Contract must be consistent with the terms and conditions of the Contract and, in case of any ambiguity, discrepancy or inconsistency, the terms and conditions of the Contract will prevail.

10.3 All documents that comprise the Contract, and all documents, notices and receipts issued or provided pursuant to or in connection with the Contract, will be deemed to include, and will be interpreted and applied consistently with, the provisions of Article 9 (Privileges and Immunities; Settlement of Disputes).

11. Other Provisions

11.1 The Supplier acknowledges UNICEF's commitment to transparency as outlined in UNICEF's Information Disclosure Policy and confirms that it consents to UNICEF's public disclosure of the terms of the Contract should UNICEF so determine and by whatever means UNICEF determines.

11.2 The failure of one Party to object to or take affirmative action with respect to any conduct of the other Party which is in violation of the terms of the Contract will not constitute and will not be construed to be a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

11.3 The Supplier will be considered as having the legal status of an independent contractor as regards UNICEF. Nothing contained in the Contract will be construed as making the Parties principal and agent or joint venturers.

11.4 (a) Except as expressly provided in the Contract, the Supplier will be responsible at its sole cost for providing all the necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance of its obligations under the Contract.

(b) In the event that the Supplier requires the services of sub-contractors to perform any obligations under the Contract, the Supplier will notify UNICEF of this. The terms of any sub-contract will be subject to, and will be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

(c) The Supplier confirms that it has read UNICEF's Policy on Safeguarding (as updated from time to time). The Supplier will ensure that its Personnel understand the notification requirements expected of them and will establish and maintain appropriate measures to promote compliance with such requirements. The Supplier will further cooperate with UNICEF's implementation of this policy.

(d) The Supplier will be fully responsible and liable for all services performed by its Personnel and sub-contractors and for their compliance with the terms and conditions of the Contract. The Supplier's Personnel, including individual sub-contractors, will not be considered in any respect as being the employees or agents of UNICEF.

(e) Without limiting any other provisions of the Contract, the Supplier will be fully responsible and liable for, and UNICEF will not be liable for (i) all payments due to its Personnel and sub-contractors for their services in relation to the performance of the Contract; (ii) any action, omission, negligence or misconduct of the Contractor, its Personnel and sub-contractors; (iii) any insurance coverage which may be necessary or desirable for the purpose of the Contract; (iv) the safety and security of the Contractor's Personnel and sub-contractors' personnel; or (v) any costs, expenses, or claims associated with any illness, injury, death or disability of the Contractor's Personnel and sub-contractors' personnel, it being understood that UNICEF will have noliability or responsibility with regard to any of the events referred to in this Article 11.4(e).

11.5 The Supplier will not, without the prior written consent of UNICEF, assign, transfer, pledge or make other disposition of the Contract, or of any part of the Contract, or of any of the Supplier's rights or obligations under the Contract.

11.6 No grant of time to by a Party to cure a default under the Contract, nor any delay or failure by a Party to exercise any other right or remedy available to it under the Contract, will be deemed to prejudice any rights or remedies available to it under the Contract or constitute a waiver of any rights or remedies available to it under the Contract.

11.7 The Supplier will not seek or file any lien, attachment or other encumbrance against any monies due or to become due under the Contract, and will not permit any other person to do so. It will immediately remove or obtain the removal of any lien, attachment or other encumbrance that is secured against any monies due or to become due under the Contract.

11.8 The Supplier will not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UNICEF or the United Nations. Except as regards references to the name of UNICEF for the purposes of annual reports or communication between the Parties and between the Supplier and its Personnel and sub-contractors, the Supplier will not, in any manner whatsoever use the name, emblem or official seal of UNICEF or the United Nations, or any abbreviation of the name of the United Nations, in connection with its business or otherwise without the written permission of UNICEF.

11.9 The Contract may be translated into languages other than English. The translated version of the Contract is for convenience only, and the English language version will govern in all circumstances.

11.10 No modification or change in the Contract, and no waiver of any of its provisions, nor any additional contractual relationship of any kind with the Supplier will be valid and enforceable against UNICEF unless set out in a written amendment to the Contract signed by an authorised official of UNICEF.

11.11 The provisions of Articles 2.8, 2.9, 3.8, 3.9, 4, 5, 7, 8, 9, 11.1, 11.2, 11.4(e), 11.6 and 11.8 will survive delivery of the Goods and the expiry or earlier termination of the Contract.

unicef | for every child

ANNEX- 2- TERMS OF REFERENCE

Midline evaluation of the Global Partnership for Education (GPE) System Transformation Education Programme (STEP) for Girls and Learning

Summary

Type of Contract (tick the appropriate box).	Consultant Contract	Individual Contractor	**International Institutional Contract**	**Open bidding**
Evaluation Title and Object	**Midline evaluation of the System Transformation Education Programme (STEP) for Girls and Learning**			
Evaluation Purpose	This evaluation is designed as a formative, midline evaluation, with a primary focus on learning and programme improvement. The evaluation will provide an independent, systematic, and objective assessment of the Global Partnership for Education (GPE)–supported project, System Transformation Education Programme (STEP) for Girls and Learning, in line with UNICEF evaluation standards. The evaluation will generate evidence to inform decision-making by examining the project's continued relevance, effectiveness, efficiency, sustainability, and progress toward intended results.			
Location	Ethiopia (All regions and city administrations included)			
Duration of Contract	7 months			
Start Date	September 2026			
Project End date	March 2027			
Reporting to	Evaluation Manager			
Type of services	Evaluation			

unicef | for every child

Table of Contents

1 Background 4

1.1 Country Context 4

1.2 Education Sector 5

2 Object of the evaluation 7

2.1 The STEP Programme 7

2.2 Implementation Highlights and Key Results 9

3 Evaluation Purpose, Objectives and Scope 11

3.1 Evaluation purpose 11

3.2 Evaluation objectives 12

3.3 Evaluation scope 13

4. Evaluation Methodology 14

4.1. Evaluation Approach 14

4.2. Evaluation Design 14

4.3. Evaluation criteria and questions 15

4.4. Data Collection Methods 17

4.5. Sampling Strategy 18

4.6. Data Analysis 19

4.7. Limitations and Mitigation Measures 19

4.8. Dissemination 20

5. Ethical Standards and Guiding Principles 21

6. Country-led Evaluation Arrangements 22

7. Evaluation Activities and Timeline 24

7.1. Estimated Duration of Contract 25

8. Expected Deliverables and Payment Schedule 25

8.1. Deliverables 25

8.2. Payment schedule 26

9. Quality Assurance 27
10. Evaluation criteria of proposals 27
10.1. Technical Evaluation Criteria 27
10.2. Financial Proposal 28
11. Expected skills and qualification 28
11.1. Team Composition 28
11.2. Required Qualifications and Experience 29
12. PIDB CODE 30
13. General Conditions: Procedures and Logistics 31
14. Policy both parties should be aware of 31
15. Intellectual property rights 31
16. TOR Endorsement 32
17. Annexes 33
Annex 1: STEP for Girls and Learning Theory of Change 33
Annex 2: STEP for Girls and Learning Results Framework 34
Annex 3: STEP for Girls and Learning Key Performance Indicators 36
Annex 4: GPE STEP intervention Woredas 38
Annex 5: Template and guidance for the final evaluation report 39

1 Background

1.1 Country Context

Ethiopia, with a rich cultural heritage and diversity, is the second most populous country in Africa. The Ethiopian Statistics Service highlights a steadily growing population of over 110,000,000 projected for 2025.[1] With 59 million children and the continent's second largest youth population, Ethiopia has immense potential to harness the demographic dividend.

The country has made significant strides in reducing poverty and improving health care, education and gender equality. Between 2004 and 2019, Ethiopia achieved a substantial average gross domestic product growth at a rate of 10 per cent. Furthermore, in July 2024, it launched a comprehensive macroeconomic reform programme. In the most recent review of the reform programme implementation progress, published in January 2026[2], macroeconomic indicators show signs of improvement. There is progress in economic growth, declines in inflation, increase in exports, and strengthening in reserves. Nevertheless, two challenges persist, an exchange rate parallel market impacting the economy and underinvestment in social sectors.[3]

However, hard earned socio-economic gains have been eroded by recurring crisis since 2020 limiting the impact of economic progress. Years of multiple, often overlapping conflicts, climate events, disease outbreaks and violence have deepened humanitarian needs across the country. Despite these compounded challenges Ethiopia maintains an open-door policy and continues to receive refugees and asylum-seekers from neighboring countries fleeing violence and political instability. Between July and November 2025, the Government of Ethiopia and UNHCR had registered more than 49,000 refugees from South Sudan arriving in the Gambella region alone.[4]

Climate change also presents a serious challenge to Ethiopia' s development. Both flooding and droughts in different parts of the country have drastic effects on vulnerable populations. The combined effects of conflict and climate-related shocks have increased the number of people requiring humanitarian assistance. According to the 2024 Humanitarian Response Plan (HRP), some 21.4 million people, including 4.4 million IDPs, need humanitarian assistance. Within these 0.9 million are displaced due to climatic events.[5]

According to UNDP's human development report, despite an increase in GDP Ethiopia has an HDI ranking of 180 among 193 countries in 2023. The Human Development Index (HDI) is a

[1] Ethiopian Statistical Services (ESS)

[2] IMF, Fourth review country report, January 2026

[3] UNDP quarterly economic profile, February 2026

[4] Ethiopia humanitarian update, October-November 2025, UNOCHA

[5] Ethiopia: Humanitarian response plan 2024

summary measure of average achievement in key dimensions of human development: a long healthy life, being knowledgeable and having a decent standard of living.[6]

1.2 Education Sector

Education makes children safer, and higher levels of girls' education are associated with delayed childbirth and marriage, lower fertility rates, significantly higher prenatal care, and lower child mortality. A child in a safe school is less likely to be sexually or economically exploited or exposed to other risks, such as being recruited or used by armed forces or groups, often linked to organized crime. The positive effects that education has on threats such as recruitment, abduction, child labor, and gender-based violence mitigate the need for responsive services later. Education is therefore crucial for long-term processes of peacebuilding, strengthening social cohesion as well as the provision of essential building blocks for future economic stability.

The education system in Ethiopia has been threatened by the compounding impact of conflict, insecurity, health emergencies, and climate events. This has put significant pressure on the existing education sector, which is taking in hundreds of thousands of children each year because of the nation's rapid population growth. In addition, according to the Displacement Tracking Matrix of the International Organization for Migration, 1,919,993 people, including children, were displaced due to conflict, social tension and drought as of December 2025.[7] According to the study, among the various factors hindering access to education for children, the economic status of the family and sociocultural aspects, including safety against violence, particularly for girls, stigma against children with disabilities, child marriage practices, gender norms and low perceived value for girls' education are considered demand-side bottlenecks. Likewise, the lack of potable water and school meals, school infrastructure, its compatibility with children with disabilities, and curriculum relevancy to the local labor market is identified as supply-side barriers.

Based on the World Bank study (June 2023: A Flagship Report on Out of School Children) estimates are slightly higher: 7.8 million pre-primary aged out of school children (dropped out or never attended) and 12.7 million school aged out of school children (out of which 7.6 million primary school aged children and the rest secondary aged). Overall, the World Bank study estimates that one out of three 7–14-year-old children are out of school. The magnitude of the challenge is increased when adding those at risk of drop out with more than 20 million primary to secondary aged out of school and at-risk children in total.

Key challenges in the education sector which have a strong bearing on equity include the large number of out-of-school children, sexual and gender-based violence, child marriages, inadequate number of schools and learning spaces, inadequate WASH facilities, furniture, and teaching and learning materials.

---

[6] Human development report 2025

[7] https://data.unhcr.org/ar/documents/download/120722

Access to and availability of education provision has significantly increased in Ethiopia over the past decades, yet large disparities exist between urban and rural areas, regions and wealth quintiles. The disparities are exacerbated by gender, disability, and social status. Learning outcomes have shown a declining trend and according to the World Bank, learning poverty stands at 90 per cent[8]. Dropout is high at the primary level with a huge gap in enrolment rates between primary and middle school and the data indicates that many 13–14-year-olds are not progressing through the education system.

Ethiopia's education quality is constrained by weak foundational learning with 90% of the children by age 10 not acquiring basic reading and numeracy skills. The learning poverty of this magnitude mostly explained by shortages of well-trained teachers, poor school infrastructure and learning materials, and large inequities linked to poverty, learners from remote and rural locations, children with disability, conflict, and displacement, while inconsistent curriculum and language implementation further limit what children learn even when they are enrolled. The result is low completion, weak exam performance, and large learning gaps between regions and income groups

Despite significant progress in expanding access to education and striving to improve quality, over recent decades, substantial inequalities persist across regions, urban and rural areas, wealth quintiles, gender, disability status, and other dimensions of vulnerability. Children in rural and pastoralist communities continue to face greater barriers to school access, retention, and learning than their urban peers. While gender parity has improved in some areas, girls remain disproportionately affected by school dropout, child marriage, gender-based violence, household responsibilities, and social norms that limit educational opportunities, particularly at secondary level. Women are also underrepresented in education leadership and decision-making positions, constraining efforts to promote gender-responsive leadership and role modelling within the sector. Children with disabilities face multiple barriers related to accessibility, inclusive learning materials, specialized support services, and social stigma, resulting in lower enrolment, attendance, and learning outcomes compared to their peers without disabilities.

Nevertheless, the improved peace and security situation, following the November 2022 peace deal has allowed the gradual resumption of teaching and learning in previously conflict-affected areas of Amhara, Afar and Benishangul-Gumuz regions and in Tigray where teaching and learning had been disrupted for three years. Nevertheless, the security situation remains volatile and new conflict has forced schools to remain closed in many parts of Amhara and Oromia regions. The education cluster reports that as of January 2026, 2,560 schools remain closed with more than 7.2 million students impacted.

In this context, the Council of Ministers adopted a new Education and Training Policy (2023), re-structuring education levels, making education free and compulsory from pre-primary to secondary and committing to strengthen the decentralized provision of resources to general

[8] World bank: Learning poverty in Ethiopia, June 2022

education. Furthermore, the Government adopted Ethiopia's Resilient Recovery and Reconstruction Framework (2023-2028) as an overarching framework for use by the government and partners to plan, coordinate, finance, and manage the recovery through efficient, timely, and well-coordinated efforts with the involvement of all stakeholders and support from the international community.

2 Object of the evaluation

2.1 The STEP Programme

The Global Partnership for Education (GPE) System Transformation Education Programme (STEP) for Girls and Learning is a four-year programme targeting 4,500 schools, 60,000 teachers and school leaders in 160 Woredas across all regions in Ethiopia with prioritization to most disadvantaged regions and Woredas. The selection criteria for target Woredas at regional level considered three key education indicators (low gender parity, high dropout rate (high number of out of school children (OOSC)) and low learning outcomes). Other considerations were the absence of other organizations providing education support and complementarity for strengthening, feasibility for effective implementation and access to school rather than spreading thinly and commitment of the Woreda Education Bureaus and CTE in supporting effective implementation. This programme is not just a standalone initiative, but a crucial part of Ethiopia's Education Transformation Programme (EETP). It is designed to align with and support national reform priorities, particularly in the areas of equity and gender equality, providing reassurance about their relevance and importance.

The overall outcome of STEP is a strengthened, more inclusive and equitable schools and education system for accelerating girls' education and improving learning outcomes for all children in Ethiopia. This outcome will be supported by three results and 13 outputs aligned with selected sub- components of programmes from the Education Sector Development Programme VI (ESDP VI) and the Ethiopia Education Transformation Programme (EETP).

- **Result 1**: Teachers and school leaders with a focus on pre-primary and primary schools and most disadvantaged areas, empowered to support inclusive and effective student learning.
- **Result 2**: Increased and more equitable access to quality middle school and secondary education to accelerate girls' education and conflict recovery in the most disadvantaged areas.
- **Result 3:** Strengthened system transformation and capacities towards addressing barriers to access, equity, and improvement of teaching and learning.

The first result area focuses on pre-primary and primary education and will support the availability and quality of teaching and learning materials throughout the country through procurement of new curriculum textbooks and Montessori materials. It will also support curriculum reform activities, including through a digital learning platform. In target Woredas, this result area will support instructional school leadership with a special focus on female leadership. It will support school-based continuous professional development (CPD) to enhance pre-primary and primary teachers' pedagogical competencies for effective student learning. Furthermore, this result area will support

government capacity to expand accelerated learning programmes (ALP) and inclusive support systems for out-of-school and at-risk children including children with disabilities and those affected by ongoing conflict and crises in the country.

The second result area focuses on middle and secondary education and girls' education at all levels supported through the Girls' Education Accelerator (GEA). The result area will accelerate girls' education by investing in more supportive, gender responsive and disability inclusive learning environments in primary, middle and secondary schools in 160 target Woredas. This will include support to gender responsive Water, Sanitation and Hygiene (WASH) facilities and menstrual health management, gender clubs, inclusive and gender responsive pedagogy, parental and community awareness, outreach, and school related gender-based violence prevention. Furthermore, the second result area will accelerate conflict recovery and climate resilience by investing in reconstruction of climate smart secondary schools and classrooms in regions severely affected by the conflict (Tigray, Amhara, Oromia, Afar and Benishangul-Gumuz).

The third result area supports system strengthening with a strong focus on primary education, as well as support the roll out of the digitized Education Management Information System (EMIS) and capacity building at all levels of education to strengthen the use of data and evidence in decision-making. In addition, it will support hardwiring gender into sector planning, reforming teacher policies and building capacity for locally financed, sustainable school meal programmes.

All regions and the federal Ministry of Education (MoE) are involved in, and benefit from system strengthening and capacity development interventions at the federal and regional levels under all result areas. In addition, targeted interventions will focus on a minimum of 160 most disadvantaged Woredas throughout the country. Activities will be implemented in close coordination of MoE, Regional Education Bureaus (REBs), Woreda education offices and UNICEF's field offices to support capacity of MOE and REB officials in planning, technical oversight, monitoring, evaluation and learning. In total, an estimated 4 million children, 50 percent girls, in 160 target Woredas are direct programme beneficiaries. This includes an estimated 1.5 million out-of-school and at-risk children who will benefit from the strengthening of school-based support systems and accelerated learning and from social and behavioral change activities to increase parental and community demand for education.

It is estimated that 400,000 children with disabilities, both in and out of school will benefit. An estimated 500,000 of the programme beneficiaries will be pastoralist children. These include children impacted by crisis and conflict, who will benefit from the support to accelerated learning, back to school campaigns and the school reconstruction in conflict affected areas.

The three result areas are organized into 13 outputs aligned with select sub- components of programmes from the ESDP VI and the EETP. The outputs and activities have been selected based on an analysis of need and evidence of effectiveness, potential for achieving outcomes at scale, sustainability and linkage to broader government and pooled partners investment. Additionally, the programme will support pilot of innovative approaches and producing new knowledge where evidence of effective approaches to address key bottlenecks is lacking.

The outputs align with UNICEF Ethiopia's Learning and Development programme priorities and build on UNICEF's past achievements and approaches that comprehensively addresses technical assistance needs, encompasses multisectoral programming, includes gender focused initiatives to promote girls' retention and learning, builds system wide-institutional capacity at Woreda level and is complemented by effective policy advocacy to achieve system transformation.

The Global Partnership for Education (GPE) has allocated US$132.59 million to support Ethiopia's System Transformation Grant (STG) and Girls' Education Accelerator (GEA) from July 2024 to 01 July 2028. This funding consists of two grants: a STG of US$107.59 million and a Girls Education Accelerator grant of US$25 million. STEP is implemented nationwide by the MoE, regional education bureaus, NGOs and Civil Society Organizations (NGOs/CSOs), and other partners.

The programme aims to support educational reforms, enhance inclusivity and equity in schools, and improve learning outcomes, particularly for girls. STEP has been implemented since July 2024 in 4500 schools located in 160 woredas in the 12 regional states and 2 city administrations. The programme focuses on pre-primary, primary, middle and secondary schools.

2.2 Implementation Highlights and Key Results

Curriculum Reform - Printing of Textbooks: A total of 23,954,000 primary schools (grades 1-6) textbooks and teacher guides for various subjects including English, Math's, environmental science as well as student workbooks and teacher guides for pre-primary have been printed and distributed to all schools.

Curriculum Reform - Ethiopia Learning Passport (ELP): With the technical assistance of UNICEF, the Ministry of Education has developed 105 digital learning resources that are aligned with national standards, emphasizing literacy, numeracy, inclusion, and professional development. Upon its launch, the ELP will deliver quality teaching learning materials and scalable professional development opportunities for school leaders and teachers through different platform arrangements such as Tablets, Mobile Apps, Digital Learning Hubs and personal digital gadgets. It will also support pilot initiatives for children with disabilities and female leadership, aiming to enhance access to quality educational materials for students with disabilities and strengthen the capacity of female educators aspiring to school leadership.

Curriculum Reform- Early Childhood Education (ECE): The ECE minimum package is fully aligned with Ethiopia's national curriculum, validated by MOE and partners, and includes a teacher training manual and a low-literacy activity guide for using the kit in approved learning areas. The resources are tailored to regional contexts and will feature storybooks to foster literacy, numeracy, and executive functioning skills while teaching about Ethiopia.

National School Leadership Training (NSLT): MOE finalized the development, translation, and validation of NSLT modules tailored for pre-primary, primary, and aspiring female leaders. These modules were translated into local languages, and training materials were developed.

Furthermore, the MOE trained national Key and Lead Trainers drawn from universities, teacher colleges, and MOE experts to facilitate regional program implementation. All regions exhibited strong performance in implementing NSLT. Each region adapted the five modules into various languages and trained 4,469 school leaders.

School Based Accelerated Learning/Education Programme (ALP/AEP): Regional infrastructure for ALP delivery has shown progress including the provision of learning materials, and training for teachers. A total of 67,166 OOSC enrolled in ALP in the two years of implementation.

Disability Inclusive Education: The MOE emphasized its leadership in developing inclusive education Resource Centres for Children with Disabilities and Special Learning Needs. STEP supported the establishment of 121 new inclusive resource centres in the past two years. Training programs for itinerant teachers and school leaders equipped them to establish and manage the IERCs.

Secondary Schools Rehabilitation: UNICEF, MOE, and REBs are coordinating secondary school and MHH/WASH rehabilitation projects. Site evaluations at 23 locations in Oromia, Tigray, BG, Amhara, and Afar are complete with designs and BOQs finalized; construction works have commenced at 12 schools across the five regions and are currently ongoing, with substantial completion targeted for April 2027. For MHH/WASH, assessments at 48 sites in Afar and Somali conducted and construction works are currently underway in 13 schools in the Afar region, with completion anticipated by August 2026. The remaining four schools are at the final stage of contract award, and construction is expected to be completed by February 2027.

Teacher and workforce development and integration of Gender Responsive Pedagogy (GRP): A holistic foundational teaching learning improvement programme designed and is being implemented in 2000 schools, across 70 Woredas in 10 regions. This programme is being delivered through practical and simulative teacher training modules, supplementary materials, training for 12,000 teachers (year 2026) and 2000 school coaches. STEP's GRP intervention aims to reach 32,500 teachers and school leaders in 160 Woredas. Within the last two years, a total of 17,723 teachers and school leaders received GRP training and more than 93% of the target schools received printed copies of the GRP manual. During this period, MOE held Training of Trainers (ToT) for 205 trainers from CTEs and REBs.

Menstrual Hygiene Health (MHH): MHH interventions promote gender equality and support girls' wellbeing. The Ministry of Education trained 161 trainers across 14 regions to strengthen menstrual hygiene management practices and to build skills in producing reusable sanitary products. As a result, 144,702 adolescent girls received MHH kits comprising menstrual pads, underwear, soap, and additional cloth materials. In addition, 40,528 girls were trained to produce reusable sanitary products using locally available materials. To further create a supportive school environment, 586 MHM rooms were upgraded to enable girls to manage menstruation safely and with dignity during school days.

Life Skills Education (LSE): STEP strengthened safe and inclusive school environments by expanding gender clubs and life skills education to empower adolescents, particularly girls. With support from the GEA grant, gender club guidelines were widely distributed, and 10,872 gender club coordinators, teachers, and education leaders were trained to establish and manage gender clubs and deliver updated life skills curricula. These efforts reached **298**,8**62** adolescents, equipping them with essential skills such as confidence, communication, decision-making, and conflict resolution.

Social and Behavioral Change: UNICEF, in collaboration with REBs strengthened community engagement to address barriers to education, particularly for girls and children with disabilities. The programme reached community members and built capacity among key local actors, schools, and youth platforms to promote inclusive education, safe learning environments, and positive behavior change. 97,512 families reached through community-led communication initiatives, targeted campaigns, and evidence-generation through behavioral insights research informed programming and contributed to improved awareness, enrolment, and retention efforts.

Education Management Information System and Learning Assessments: With support from the World Bank, the Ministry of Education (MOE) has completed the development of the EMIS enterprise system. UNICEF has procured 2,500 laptops to support EMIS digitization at woreda and school levels. In addition, the MOE has trained 360 EMIS experts, who are responsible for cascading EMIS training to schools within their respective areas. During the second year of the programme, STEP further strengthened system implementation by supporting the training of 5,159 school leaders and woreda-level EMIS experts on the digitized EMIS enterprise system.

3 Evaluation Purpose, Objectives and Scope

3.1 Evaluation purpose

The programme is currently at the midterm stage of implementation, concluding its second year in July 2026. Accordingly, this evaluation is designed as a midline evaluation, with a primary focus on learning and programme improvement. The evaluation will provide an independent, systematic, and objective assessment of the Global Partnership for Education (GPE)–supported project, System Transformation Education Programme (STEP) for Girls and Learning, in line with UNICEF evaluation standards. The evaluation will generate evidence to inform decision-making and programme adjustment by examining the project's continued relevance, effectiveness, efficiency, sustainability, and progress toward intended results. Furthermore, the findings will help inform the design and development of the next GPE grant.

The purpose of this midline evaluation is to assess the progress, performance, and implementation quality of the STEP project at the midpoint of its implementation period. The evaluation aims to examine the extent to which the programme is on track to achieve its intended outputs and outcomes, assess its continued relevance and effectiveness in the current context, and identify key strengths, challenges, and emerging results. Findings from the evaluation will provide actionable

evidence to inform decision-making, support course correction and adaptive learning, and enhance programme implementation during the remaining period.

Uses: The findings of this midline evaluation will primarily serve learning and adaptive management purposes, providing evidence to inform course correction and strengthen implementation during the remaining period of the STEP programme. The evaluation will generate actionable insights on what is working well, what challenges persist, and how interventions can be refined to accelerate progress towards intended results, particularly in areas such as **improving teaching practices,** enhancing girls' participation, and strengthening education systems. In addition, the evaluation will support evidence-based decision-making, strategic planning, and prioritization of resources, while also contributing to accountability to donors and stakeholders by assessing progress against programme objectives. Lessons learned good practices and unintended results identified through the evaluation will inform the design, scaling, and replication of system transformation approaches within Ethiopia and potentially in other contexts.

Users: The primary users of the evaluation are UNICEF Ethiopia Country Office and the Ministry of Education (MoE), including Regional Education Bureaus (REBs) and Woreda Education Offices (WEOs), who will use the findings to guide programme implementation, policy development, and system strengthening efforts.

Secondary users include the Global Partnership for Education (GPE) and other development partners, who will use the evaluation to assess programme performance and inform future investments. Implementing partners, including colleges of teacher education, NGOs, and civil society organizations, will use the findings to improve operational delivery and coordination. The evaluation will also be relevant to school leaders, teachers, and community stakeholders, particularly in informing more effective and inclusive education practices. Finally, the evaluation may serve a broader audience of policymakers, researchers, and practitioners interested in education system transformation, girls' education, and inclusive approaches in fragile contexts.

3.2 Evaluation objectives

The main objective of this evaluation is to systematically assess the design, implementation, and results of the Global Partnership for Education (GPE)–supported project, System Transformation Education Programme (STEP) for Girls and Learning in line with the OECD-DAC evaluation criteria. The evaluation also seeks to:

- To examine whether the programme remains relevant, context-responsive, and well-implemented at mid-term, with due consideration to beneficiary needs, changing external conditions, and the performance and capacity of implementing partners.
- Examine the effectiveness in achieving results under core components such as curriculum reform, national school leadership programme, SBCPD, school based ALP, disability inclusive education, GRP, MHH, and life-skills education, in achieving intended outcomes, including access to quality education for children in programme target woredas, Increased enrolment of children with special educational needs, OOSC and dropout rates in primary

and middle school education are reduced, with a special emphasis on the reduction of the dropout of girls and improved classroom practices.

- Evaluate the efficiency of resource utilization, focusing on internal coordination and external collaboration with partners such as MOE, REBs, and CSOs, to ensure optimal service delivery.
- To examine whether the programme's underlying assumptions, causal pathways, and risk mitigation measures remain valid based on evidence from implementation experience.
- Identify lessons learned, best practices, unintended results if any and generate actionable recommendations to guide future implementation of the programme in its remaining lifecycle including possible replication of integrated programming.
- Evaluate how gender, disability inclusion, and the needs of marginalized children (girls and boys) are addressed within programme activities and approaches, assessing the effectiveness of these efforts in promoting equitable access, participation, and outcomes.
- Assess the programme's contribution to system transformation, including changes in institutional capacities, leadership, service delivery mechanisms, and education sector governance at national and subnational level
- Assess the extent to which conditions for sustainability are being established including government ownership, institutionalization of key interventions, capacity development and the likelihood that programme benefits will be maintained beyond the STEP programme period
- Assess the evaluability of the programme by examining the availability, quality and adequacy of baseline data, monitoring systems, indicators and evidence required to assess progress and support credible conclusions.

3.3 Evaluation scope

Temporal Scope: The evaluation will assess programme implementation and results from programme inception (July 2024) through August 2026

Geographic Scope: The evaluation will encompass the GPE-supported programme woredas across all regions and city administrations of the country. A total of 160 woredas have been targeted and these will serve as the study population during sampling.

Thematic Scope: It covers the programme's key result areas, including curriculum reform, teachers and school leaders' capacity development, ALP, Inclusive Resource Centers (IERC), Menstrual Health Hygiene, gender club and life skills development, prevention of SRGBV, and community engagement. The evaluation will assess both implementation progress and emerging outcomes related to teaching practices, school leadership, access, retention, inclusion, gender equality and system strengthening.

4. Evaluation Methodology

4.1. Evaluation Approach

This evaluation will adopt a theory-based, mixed-methods approach to generate robust, triangulated evidence on the performance of the Global Partnership for Education (GPE)–supported System Transformation Education Programme (STEP) for Girls and Learning. The methodological approach is guided by the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, coherence, and sustainability while integrating cross-cutting considerations related to gender equality, disability inclusion, equity, and human rights. The evaluation will also follow a country-led approach which is explained the evaluation governance mechanism.

Given the midline nature of the evaluation, the focus will be on assessing implementation progress, quality of delivery, and early outcomes, rather than final impact. Wherever possible, the evaluation must measure progress at outcome level such as measuring the behavioral changes (not just reach and effectiveness of the implementation). The evaluation will place strong emphasis on learning, adaptive management, and course correction, identifying what is working well, what challenges persist, and what adjustments are required to strengthen programme performance during the remaining implementation period.

The evaluation will also apply a contribution analysis lens, recognizing the complexity of a large, system-level programme operating within a rapidly changing context characterized by conflict, climate shocks, and institutional reforms. This approach will help assess the extent to which observed changes can reasonably be linked to STEP interventions, while acknowledging the influence of external factors and other actors in the education sector.

During the inception phase, the evaluation will validate the programme theory of change, assess the evaluability, review the baseline, identify evidence gaps, and refine the analytical framework where necessary.

4.2. Evaluation Design

The evaluation will employ a concurrent mixed-methods design combining quantitative and qualitative approaches to provide a comprehensive assessment of programme performance. The evaluation shall develop an Evaluation Matrix linking evaluation questions, indicators, judgement criteria, data sources, analytical methods and evidence requirements. The Evaluation Matrix shall be finalized during the inception phase and serve as the primary analytical framework guiding data collection, triangulation and synthesis of findings.

Quantitative analysis is expected to leverage baseline data collected at the start of programme implementation, in addition to routine monitoring and administrative data, to assess progress and changes over time across key indicators aligned with the programme's results framework.

The availability and adequacy of baseline data must be assessed during the inception phase to see if the available baseline data can enable the evaluation to adopt a before-and-after analytical

approach. If not, an alternative approach must be suggested to assess the extent of progress toward intended outputs and outcomes. This strengthens the evaluation's ability to assess effectiveness and emerging outcomes, particularly in areas such as enrolment, retention, teaching practices, and learning conditions.

Where feasible, the evaluation will apply comparative approaches through careful methodological explanation, including comparisons across different groups (e.g., higher-performing versus lower-performing woredas, or varying levels of programme exposure). However, given the nationwide scale of the programme and absence of a strict control group, it is expected that the bidding team will provide a clear non-experimental framework (such as trend analysis and/or contribution analysis or another) of how to provide a comparative analysis rather than experimental attribution.

Comparative case studies will be used to explore variations in implementation across contexts and intervention packages, providing deeper insights into what works, for whom, and under what conditions.

4.3. Evaluation criteria and questions

The evaluation will be guided by the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, and sustainability, with cross-cutting focus on gender equality, disability inclusion, equity, and human rights. Given the midline nature, emphasis will be placed on progress, implementation quality, early outcomes, and course correction.

The questions below are indicative and will be refined during the inception phase.

Evaluation Questions
Relevance
1. To what extent does the STEP programme design and targeting remain aligned with: the evolving education needs of children (especially girls, children with disabilities, OOSC, pastoralist children)? national priorities (EETP, ESDP VI), and education system reform agendas?
2. How appropriate are the selected interventions across the three result areas (e.g., curriculum reform, CPD, ALP, GRP, MHH, EMIS, system strengthening) in addressing access, equity, and learning challenges including stigma, social/ gender norms? Do these interventions remain relevant in the current context (conflict, climate shocks, displacement)?
3. To what extent the Theory of Change remain valid along with assumptions, and causal pathways in the current context?
Coherence
4. How well does STEP complement and coordinate with government systems, other partner/donor programmes?
5. To what extent is the STEP programme coherent internally across its components (curriculum reform, teacher development, infrastructure, SBC, EMIS)?
6. How well does STEP align with and reinforce broader sector reforms and humanitarian-development nexus efforts?

Effectiveness
7. To what extent have interventions improved teacher competencies, and pedagogical practices including classroom practices (including inclusive and gender-responsive teaching)? school leadership effectiveness in instructional leadership, particularly for female leaders? Are these skills being applied in the teaching-learning process?
8. What progress has been made in curriculum reform, CPD, and use of teaching and learning materials, including digital platforms, to improve teaching learning practices?
9. To what extent has the programme contributed to increased enrolment, retention, and transition, especially for girls? Improved school environments (MHH, WASH, gender clubs, mini media clubs, PSTAs, SRGBV prevention)? Particularly how are interventions (e.g., ALP, Gro, life skills, and community engagement) reducing barriers for OOSC, girls, children with disabilities and other marginalized children?
10. To what extent parents/caregivers, and community leaders adopted a positive perception towards the education of girls and children with disabilities
11. What progress has been achieved in EMIS rollout and use for decision-making? Institutional capacity at federal, regional, and woreda levels? Integration of gender-responsive planning and policy reform?
12. What early signs of system-level change are emerging?
13. To what extent has STEP influenced guidelines, standards, and institutional practices within the education sector?
What unintended (positive or negative) results have emerged? What factors have facilitated or hindered achievement of results?
14. To what extent has the programme used monitoring data, EMIS, and evidence to inform adaptive management?
15. What key lessons have emerged from implementation so far? What strategic adjustments are required to accelerate progress towards intended outcomes?
Efficiency
16. To what extent are programme resources (financial, human, technical) being used efficiently to deliver results?
17. How efficient are implementation arrangements, including coordination between UNICEF, MoE, REBs, WEOs, and partners, integration across programme components (education, gender, inclusion, SBC)?
18. Are there implementation bottlenecks affecting delivery (e.g., procurement, logistics, capacity constraints, security/access)?

Sustainability
19. To what extent are programme gains likely to be sustained after programme completion?
20. How strong is government ownership and institutionalization of teacher development systems, EMIS and data use practices, and inclusive education systems and gender-responsive approaches?
21. What risks (financial, institutional, contextual) could affect sustainability?
Gender, Disability Inclusion, Equity and Human rights
22. To what extent has the programme effectively addressed barriers faced by girls, children with disabilities, pastoralist, displaced, and other marginalized groups?
23. How effectively are gender-transformative approaches (e.g., GRP, gender clubs, SBC) influencing attitudes, norms, and behaviors?
24. To what extent are interventions inclusive and accessible (infrastructure, pedagogy, materials)?
25. Are programme results equitably distributed across regions and population groups?

4.4. Data Collection Methods

A combination of primary and secondary data collection methods will be used to ensure methodological rigor and triangulation.

Quantitative methods will include structured surveys administered to key stakeholder groups such as students, teachers, school leaders, Parent teacher-student association members (PTSA) and caregivers. These surveys will capture information on access, participation, teaching practices, school environment, and perceptions of programme interventions. In addition, secondary quantitative data from programme monitoring systems, EMIS, and other administrative sources will be analysed to assess progress against key indicators identified in the results framework.

Qualitative methods will include key informant interviews (KIIs), focus group discussions (FGDs), and structured observation. KIIs will be conducted with representatives from the Ministry of Education, regional education bureaus, woreda education offices, implementing partners, school principals, and UNICEF staff to understand programme design, implementation processes, and system-level changes. FGDs will be held with students (disaggregated by gender and vulnerability), teachers, parents, and community members to capture experiences, perceptions, and behavioural changes. School visits and classroom observations will provide direct evidence on infrastructure, teaching practices, and learning environments.

Document review will form a critical component of the methodology. Key documents will include programme design materials, progress reports, monitoring data, training materials, policy

documents, and relevant sector analyses. This will support an assessment of programme design quality, alignment with national priorities, and progress over time.

Data collection instruments shall be designed to enable systematic triangulation across quantitative, qualitative and documentary evidence, thereby strengthening the credibility and validity of evaluation findings.

4.5. Sampling Strategy

The evaluation will adopt a scientific, multi-stage, stratified sampling approach to ensure representation across geographic, demographic, and programmatic dimensions. Given that the STEP programme covers 160 woredas across all regions, the sampling framework will ensure inclusion of diverse contexts, including conflict-affected areas, pastoralist regions, and relatively stable settings. Sampling shall also ensure adequate representation of different implementation contexts, programme intervention packages and population groups to enable meaningful comparative analysis across settings. If needed, the baseline data can be used for the inter and intra school variation and calculation of effect size for the right sample size considering number of schools and number of teachers/learners within the school. The analysis has to be robust must reflect the standard error (sample and measurement error), level of confidence to demonstrate the significant of the difference.

Sampling will be stratified based on key criteria such as:

- Geographic region and level of vulnerability
- Type and intensity of programme interventions- Programme implementation maturity (higher- and lower-performing woredas, where feasible)
- School level (pre-primary, primary, middle, secondary)
- Target population groups (e.g., girls, children with disabilities, OOSC, pastoralist communities)

Within selected woredas, schools and participants will be selected using a combination of random and purposive sampling techniques. Quantitative surveys will aim to achieve sufficient sample sizes to allow for meaningful disaggregation by sex, age, and vulnerability status. Qualitative sampling will be purposive, ensuring inclusion of key stakeholders and groups with relevant experiences. Where feasible, the sampling strategy shall support comparisons across programme interventions, geographic contexts and beneficiary groups to better understand what works, for whom and under what conditions.

The final sampling design, including the number of regions, woredas, schools, and respondents, will be developed and justified in detail during the inception phase. The sampling framework shall clearly justify sample selection, sample size assumptions, representativeness, inclusion of vulnerable and hard-to-reach populations, and any limitations affecting generalizability of findings.

4.6. Data Analysis

The evaluation will integrate quantitative and qualitative data through a structured analytical framework aligned with the evaluation criteria. Quantitative analysis will draw on baseline, midline, and routine monitoring data to assess changes over time. Descriptive and inferential statistical techniques will be applied to:

- measure progress against key indicators
- identify trends in access, participation, and system strengthening
- assess differences across population groups and geographic areas
- Identify the principal drivers, enabling factors and constraints influencing programme performance and observed changes.

Where possible, difference and trend analysis will be conducted to compare baseline and midline values, enabling a clearer assessment of programme progress.

Qualitative data will be analyzed using thematic analysis, generating insights into implementation processes, behavioral and institutional changes, and contextual drivers of results. These findings will help explain the quantitative trends observed and provide a deeper understanding of programme performance. Quantitative and qualitative findings shall be integrated through systematic triangulation to develop evidence-based findings, conclusions and recommendations for each evaluation criterion.

The evaluation will adopt a contribution analysis approach, using baseline data, programme theory, and stakeholder evidence to assess the plausibility of STEP's contribution to observed changes. This will include examining how programme interventions have influenced intermediate outcomes such as teacher practices, school environments, and system capacities, while considering alternative explanations and contextual factors that may also have contributed to observed changes.

Triangulation across multiple data sources will be used systematically to validate findings and ensure robustness of conclusions.

Findings should be disaggregated, where feasible, by:

- Sex
- Disability status
- Region
- School level
- Vulnerability status (e.g. OOSC, pastoralist, displaced populations)

4.7. Limitations and Mitigation Measures

The evaluation is expected to face some methodological and operational limitations. These include limited availability and quality of administrative data and challenges related to attribution in a

complex, system-wide programme. In addition, access constraints in certain regions due to insecurity or geographic remoteness may limit data collection in some areas.

While the availability of baseline data strengthens the evaluation design, some limitations may still arise. These may include gaps or inconsistencies between baseline and current data due to differences in measurement approaches, data quality issues in administrative systems, and contextual disruptions affecting data continuity.

To mitigate these challenges, the evaluation must employ multiple strategies. These include triangulation of data sources, use of mixed methods, and transparent documentation of assumptions and limitations. Where access is constrained, alternative data collection modalities such as remote interviews or engagement of local enumerators will be utilized.

4.8. Dissemination

All the key stakeholders will be involved and engaged in the evaluation process from the outset. This will help strengthen the ownership of the evaluation process. At the end, a workshop with key stakeholders will be organized to disseminate the evaluation findings and recommendations. Ensuring participation and inclusion of all key stakeholders to whom the recommendations are addressed, will help in co-creating the recommendations and also develop the Evaluation Management Response (EMR).

As a standard process, the evaluation report will be uploaded in EISI, and at UNICEF Ethiopia website and SharePoint sites. Ethiopia has initiated the analysis and knowledge uptake based on its completed evaluation reports. A series of knowledge products under the proposed title of Eval-KIDS (Evaluation for Knowledge-Inspired Development Solutions) is produced. This will help in sharing knowledge with key stakeholders and using it for programme and policy improvement. Similar products will be derived from this evaluation as well.

In summary the key knowledge products will be:

- **PowerPoint presentations**: that summarize evaluation findings, conclusions and recommendations to be presented to the evaluation reference group (ERG) and other key stakeholders to facilitate evidence-based decision-making. These slide decks will be developed at the inception stage, for debriefing right after fieldwork and along with the final report for final dissemination.
- **Policy brief/ Summary report**: this is a short summary of main findings, and a logical communication of recommendations based on conclusions in a maximum of 5 pages. The brief will use professional designed infographics and UNICEF branding.
- **EVAL-KIDS (Evaluation for Knowledge-Inspired Development Solutions)**: these are a series of knowledge products that analyze completed evaluation reports and facilitate the uptake of knowledge for programme and policy improvement including resource mobilization.

- **Dissemination workshop**: a workshop engaging primary and secondary users to effectively disseminate findings from the evaluation. They are organized to ensure adaptive learning and stakeholder buy-in.

5. Ethical Standards and Guiding Principles

Ethical clearance is to be obtained from an internationally recognized Ethical Review Board (based in Ethiopia or abroad) prior to training and fieldwork implementation and in line with the international standards[12] – UNICEF CO will support the Evaluation Team in this task, using the available LTAs. The evaluation team is expected to refer to UNEG ethical guidance to evaluation[13] as guiding principle to ensure quality of evaluation process. The evaluation will also follow the UNEG Norms and Standards[14], as well as UNICEF ethical guidelines.[15]

For data collection in Ethiopia an authorization will have to be requested also from a federal or regional government offices. The firm needs to manage this process and the related costs.
It is vital that the Evaluation consultants at all levels fully comply with the precautionary measures put in place by UNICEF and the Government of Ethiopia to protect the women and children we serve. It is of utmost importance that the 'do no harm' principle consistently guides this evaluation.

Informed consent will be obtained from all participants, with additional safeguards in place for children, including assent procedures and parental consent where appropriate. Special attention will be given to gender-sensitive and disability-inclusive approaches, ensuring that data collection methods are accessible and appropriate for all participants.

Confidentiality and data protection will be strictly maintained, and referral mechanisms will be established for participants who may require support related to protection concerns, including cases of school-related gender-based violence.

The bidding consultants should ensure that a detailed description of measures will be implemented to protect the women, children, and stakeholders we serve.
Some of the documents to guide Evaluation Consultants can be found on the links below:

- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System
- UNEG Ethical Guidelines for Evaluations
- UNEG Code of Conduct for Evaluation in the UN system
- UNEG Gender and Human Rights Guidelines
- UNICEF Guidance on Gender Integration in Evaluation
- UNICEF procedure for ethical standards in research, evaluation, data collection and analysis
- UNICEF-Adapted UNEG Evaluation Reports Standards[16]
- UNICEF guidance on external academic publishing
- UNICEF Guidance on Gender Integration in Evaluation
- UNICEF Guidance Note: Adolescent participation in UNICEF monitoring and evaluation
- GEROS Quality Assessment System
- Disability-inclusive evaluations in UNICEF: Guidelines for achieving UNDIS standards

- In addition, the evaluators will be expected to submit evidence of completion of the UNICEF Prevention of Sexual Exploitation and Abuse (PSEA) training found here:
- https://agora.unicef.org/course/info.php?id=7380
- UN Secretary General's Bulletin on Special measures for protection from sexual Exploitation and Sexual Abuse
- United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners

Below are additional links only accessible to UNICEF Staff. They will be shared once a consultancy firm has been chosen.

- UNICEF Style Book 4.0
- UNICEF Brand book
- UNICEF Checklist for Inception Report
- UNICEF Checklist for Final Evaluation Report
- GEROS Checklist for Final Evaluation Report

Its UNICEF's expectation that the evaluation firm include an operational ethical protocol in the evaluation inception report covering consent/ assent process for children and adults, procedures to safely refer children and young people in distress and with protection concern using existing Bete and government case-management concern or what to do lack-there-of, specific procedures to engage survivors and at-risk groups in a manner that protects privacy and safety.

In conclusion the major ethical standards are:

- Strict compliance to UNICEF Ethical data collection standards – review of inception report and tools through UNICEF LTA ethical review board
- Informed consent for all participants, with age-appropriate assent for children.
- Safeguarding protocols to protect vulnerable populations.
- Confidentiality and secure data management in compliance with international standards.
- Referral pathways for participants experiencing distress or protection concerns.

6. Country-led Evaluation Arrangements

Country Leadership and Ownership

This evaluation will be implemented as a **country-led evaluation**, under the leadership of the Ministry of Education and ownership of the evaluation process. The evaluation is intended to strengthen national evaluation capacity, promote evidence-informed decision-making, and enhance the use of evaluation findings for policy and programme improvement. The MoE designated officials and UNICEF evaluation section will form an Evaluation Management Committee to jointly manage the evaluation process.

Roles and Responsibilities

The Government will be responsible for:

- Providing overall strategic leadership and stewardship of the evaluation.
- Approving the Terms of Reference, evaluation team selection, inception report, draft and final evaluation reports.
- Facilitating access to national stakeholders, data, and documentation.

- Supporting dissemination of findings and development of the management response and action plan.
- Promoting the use of evaluation findings in policy, planning, budgeting, and programme implementation.
- Development partners, including UNICEF and other stakeholders, will provide technical and financial support as agreed while respecting the Government's leadership role. UNICEF will also be responsible for establishing and chairing the Evaluation Management Committee (EMC) and/or Evaluation Reference Group (ERG).

Evaluation Independence

Although Government-led, the evaluation shall remain independent in accordance with the UNEG Norms and Standards, UNICEF Evaluation Policy, and internationally recognized evaluation principles. To safeguard independence:

- The evaluation team shall be recruited through a transparent and competitive process.
- Evaluators shall operate independently and shall not have responsibility for the design or implementation of the programme being evaluated.
- The evaluation team shall have full authority over methodological decisions, data collection, analysis, and formulation of findings, conclusions, and recommendations.
- No stakeholder may influence or modify evaluation findings that are evidence-based.
- All comments received during quality assurance shall be addressed through transparent documentation without compromising evaluator independence.

Stakeholder Participation

The evaluation will adopt a participatory approach involving key stakeholders throughout the evaluation process, including:

- Relevant government ministries and agencies
- Development partners
- Civil society organizations
- Implementing partners
- Academia and research institutions
- Community representatives
- Children, adolescents, youth, women, and other rights holders, where appropriate

Stakeholder engagement will support the validation of evaluation questions, facilitate access to information, enrich interpretation of findings, and strengthen ownership and utilization of recommendations.

Quality Assurance

Quality assurance will be applied throughout the evaluation process. The Evaluation Management Committee and the reference Group will oversee adherence to agreed timelines and deliverables, while technical quality will be assessed against internationally accepted evaluation standards. All key deliverables—including the inception report, data collection tools, draft report, and final report—shall undergo structured quality assurance prior to approval.

Capacity Development

A key objective of the country-led evaluation is to strengthen national evaluation capacity. Wherever feasible, the evaluation process should include opportunities for learning through joint planning, participation of national evaluators, mentoring, knowledge-sharing workshops, and dissemination events to build sustainable evaluation capacity within national institutions.

Governance of the evaluation, reporting and supervision

The firm will report to the UNICEF Ethiopia country office evaluation manager. UNICEF Education Section will provide coordination support, under the guidance of the evaluation manager, and will facilitate access to field teams, partners and sites, as and when required by the evaluation team and evaluation manager.

An Evaluation Reference Group (ERG), composed of relevant Ministry of Education, UNICEF, donor, and other stakeholders will be established to serve on an advisory capacity to steer the evaluation process. The group is established by delegation from the key stakeholder institutions. The ERG will be engaged mainly to comment on key milestones such as draft evaluation ToR, inception report and the evaluation report. The members of the ERG will be provided with a ToR outlining the group's role and responsibilities.

7. Evaluation Activities and Timeline

Activities	**Expected duration** (Days)	**Deadline**	**Deliverables**	**Responsibility**
Evaluation kick-off and scoping discussions with programme team and partners	3	Aug 28, 2026		Evaluation manager and evaluation firm
Inception report detailing the evaluation background, evaluation framework, along with data collection instruments	10	Sept 11, 2026	Draft inception report	Evaluation firm
Orientation/capacity-building session Inception presentation and discussion	2	Sept 15/16, 2026	Inception Presentation	Evaluation firm
Quality assurance of inception report	10	Sep 30, 2026	Stakeholder feedback matrix	Evaluation manager/ ERG/ RO
Addressing feedback and finalizing inception report along with data collection instruments	4	Oct 06, 2026	Final draft of inception report	Evaluation firm
Finalise ethical clearance, training of enumerators, pre-testing and other fieldwork preparation	15	Oct 16, 2026	Ethical clearance Final fieldwork plan ready	Evaluation firm with support from UNICEF
Data collection and analysis	30	Nov 16, 2026		Evaluation firm

Draft report writing – submit draft report	30	Dec 18, 2026	Debriefing presentation Draft report	
Draft report dissemination; and recommendations' co-creation workshop (in two sessions)	2	Dec 22, 2026	Draft evaluation report presentation, workshop proceedings; and workshop on mutually agreed recommendations	Evaluation firm
Draft evaluation report quality assurance[18]	10	Dec 30, 2026	Stakeholder feedback matrix	Evaluation manager, program section, ERG & RO
Response to the comments / submission of Final report[19]	4	Jan 05, 2027	Final report	Evaluation firm
Dissemination workshop - Evaluation report presentation and recommendations for adaptive learning	2 days	Jan 22, 2027	Presentation	Evaluation manager to coordinate
Evaluation Brief	05 days	January 29, 2027	Policy brief/ Summary report	Evaluation firm
Evaluation Capacity-building workshop	3 days	February 15, 2027	Workshop	Evaluation firm

The consulting firm will be remunerated based on satisfactory completion of deliverables as specified in the above table. The final payment to the consultancy firm is dependent on the completion of all deliverables and submission of a full report as well as summary reports and raw data.

7.1. Estimated Duration of Contract

7 months

8. Expected Deliverables and Payment Schedule

8.1. Deliverables

The following are expected to be submitted by the consultant for each phase of the evaluation based on the agreed timeframe. All deliverables will be produced in English.

a. **Inception report**

The firm will prepare, submit, and present an inception report which details understanding of the task and how the evaluation questions will be addressed. This will ensure that the consultant, UNICEF, and major stakeholders have a shared understanding of the evaluation. The inception report will outline the full evaluation framework, elaborate on the scope of evaluation, detailed methodology for each component and the timeline for completion of each phase. This shall include the reconstructed/validated Theory of Change, Evaluation Matrix, a detailed sampling framework, analysis plan, methodology, proposed team composition, a clear

supervisory/monitoring and quality assurance plan. Prior to commencement of data collection, the inception report and all survey tools must be reviewed and approved by the steering committee as well as undergo an independent ethical review.

b. **Fieldwork and Debriefing**

Immediately following each fieldwork, UNICEF expects a debriefing on preliminary findings and recommendations. This is to receive immediate feedback after data collection before diving in data analysis to clarify vague areas if any and agree on the format of reporting.

c. **Draft evaluation report**

The evaluation team is expected to submit a comprehensive draft evaluation report answering all the evaluation questions confirmed in the final inception report. UNICEF will share the draft reports with all relevant stakeholders including the evaluation reference group and the regional office. Comments from the stakeholders will then be collected and provided to the evaluation team for incorporation or amendment, as deemed necessary. Following submission of the draft evaluation report, the evaluation team will present the preliminary findings through a draft report dissemination and recommendations' co-creation workshop to validate the findings and collaboratively refine the recommendations prior to finalization of the evaluation report.

d. **Final submissions**

In the final submission the evaluation team is expected to share the final endorsed evaluation report with appropriate editorial adjustments and UNICEF branding; Summary report for upstream use; PowerPoints prepared for different discussions along with the final deck for dissemination; and raw data encoded for analysis. The content, structure and quality of the final evaluation report should meet the requirements of UNICEF standards (see annex 5).

e. **Evaluation capacity building workshops**

Evaluation capacity-building of the ministry of education, young people and other government partners on evaluation is part of the key deliverables. This will include the evaluation firm collaborating with suitable universities for fieldwork and engagement of young people throughout the assignment as evaluators and/or informants.

8.2. Payment schedule

No	Deliverables	Payment
1	Inception Report and ethical clearance and orientation workshop	30%
2	Fieldwork and debriefing presentation	20%
3	Draft evaluation report	20%
4	Final evaluation report, EMR workshop, Capacity building workshops, evaluation brief	30%

9. Quality Assurance

The company that will be awarded the evaluation contract is expected to assure the quality of the key milestone documents delivered by the evaluation team leader; the evaluation team leader is expected to assure the quality of the members' contributions. At the UNICEF level, the evaluation manager assures a first level of quality assurance of key deliverables (mainly inception and final reports) and shares them with the Regional Office for a second level of quality assurance and approval. Each deliverable will be shared with the Evaluation Reference Group (ERG)/Management Committee for review and feedback, and the Country Management Team (CMT) for the final evaluation report.

10. Evaluation criteria of proposals

Proposals will be evaluated based on a combined scoring system of Technical (70%) and Financial (30%) components. Only proposals achieving a minimum of 49 points in the technical evaluation will be considered for financial evaluation.

10.2. Financial Proposal

Weighted scoring Evaluation approach

Financial proposals will be scored out of 30 points. 30 points will be allocated to the lowest financial proposals among the technically acceptable offers. All other price proposals receive scores in inverse proportion according to the following formula:

Score for price A = (30*Price of lowest priced proposal)/Price of proposal A

The Proposer achieving the highest combined technical and financial score will ((subject to any negotiations and the various other rights of UNICEF detailed in this RFPS) be awarded the contract.
Financial – 30 percent

11. Expected skills and qualification

11.1. Team Composition

The evaluation will be conducted by an independent evaluation team comprising a team leader and a multidisciplinary group of experts with demonstrated experience in education sector evaluations, particularly in large-scale, system transformation programmes in developing or fragile contexts. The team should collectively demonstrate strong expertise in quantitative and qualitative research

methods, education system strengthening, gender and inclusion, and evaluation of complex programmes.

The team should demonstrate regional or country-level experience in Ethiopia or comparable contexts, and a strong understanding of government systems, decentralized service delivery, and donor-funded education programmes.

11.2. Required Qualifications and Experience

Team leader	The Team Leader will be responsible for overall management and technical quality of the evaluation. • Advanced university degree (master's or PhD) in education, social sciences, development studies, economics, or a related field • At least 10–12 years of progressively responsible experience in conducting complex programme evaluations, including large-scale or system-level interventions. • Demonstrated experience in leading mixed-methods evaluations, including the use of baseline and monitoring data for assessing progress over time. • Strong expertise in OECD-DAC evaluation criteria, UNICEF/UNEG standards, and theory-based evaluation approaches • Proven experience in evaluating education sector programmes, preferably including teacher development, system strengthening, inclusive education or girls' education. • Experience working in fragile, conflict-affected, or low-resource contexts. • Strong analytical, report writing, and facilitation skills. • Excellent command of English (written and spoken) • Experience working with government counterparts (MoE, REBs, WEOs) and development partners. • Capacity to operate in complex and potentially insecure environments. • Strong knowledge of ethical standards in research and evaluation, particularly when working with children. • Commitment to gender-sensitive and disability-inclusive approaches

Education specialist	• Advanced degree in education, curriculum, teacher development, or related field
	• At least 7–10 years of experience in education programming or evaluation
	• Technical expertise in one or more of the following areas:
	  • teacher professional development (CPD, instructional leadership)
	  • curriculum reform and teaching/learning materials
	  • accelerated learning programmes (ALP) and inclusive education.
	  • system strengthening and education policy.

	• Experience assessing learning environments, pedagogy, and school-level interventions. • Familiarity with Ethiopia's education system, ESDP, or similar sector reform programmes is an asset
Quantitative analyst	• Advanced degree in statistics, economics, data science, or related field • At least 5–7 years of experience in quantitative data analysis for evaluations or research • Proven experience in analyzing baseline, monitoring, and administrative datasets (e.g., EMIS), conducting trend analysis, comparative analysis, and basic quasi-experimental techniques • Strong skills in statistical software (e.g., Stata, R, SPSS) • Experience working with large datasets and indicator frameworks

Qualitative analyst	• Advanced degree in social sciences, anthropology, sociology, or related field
	• At least 5–7 years of experience in qualitative research methods
	• Strong experience conducting and analyzing:
	  • key informant interviews
	  • focus group discussions
	  • participatory and community-based research
	• Demonstrated expertise in thematic analysis and triangulation
	• Experience working with children and vulnerable populations, applying ethical and safeguarding standards

Gender, equity and inclusion specialist	• Advanced degree in gender studies, special needs and inclusive education, social development, education, or related field
	• At least 5–7 years of experience in gender and inclusion programming or evaluation
	• Proven expertise in:
	  • Girls' education, gender-responsive pedagogy (GRP), and social norms change
	  • disability inclusion and inclusive education systems
	  • Equity-focused evaluation approaches
	• Experience integrating gender and inclusion across all stages of evaluation (design, data collection, analysis, reporting)
	• Familiarity with UNICEF gender and equity evaluation guidance is an asset

12. PIDB CODE

Please select the following Generic Intervention Codes:
63: Evaluations

13. General Conditions: Procedures and Logistics

1. The firm will not be provided with lodging and/or meals.
2. The firm will work from its own office facilities.
3. UNICEF will not pay DSA in addition to the contract value to the consultants of the firm.
4. The firm should provide its own materials, i.e., computers, office supplies, etc.
5. The firm isn't authorized to have access to UNICEF transport.
6. Flight costs of the consultants working for the firm would be covered by firm.
7. Other transport costs of the consultants working for the firm would be covered by firm.

14. Policy both parties should be aware of:

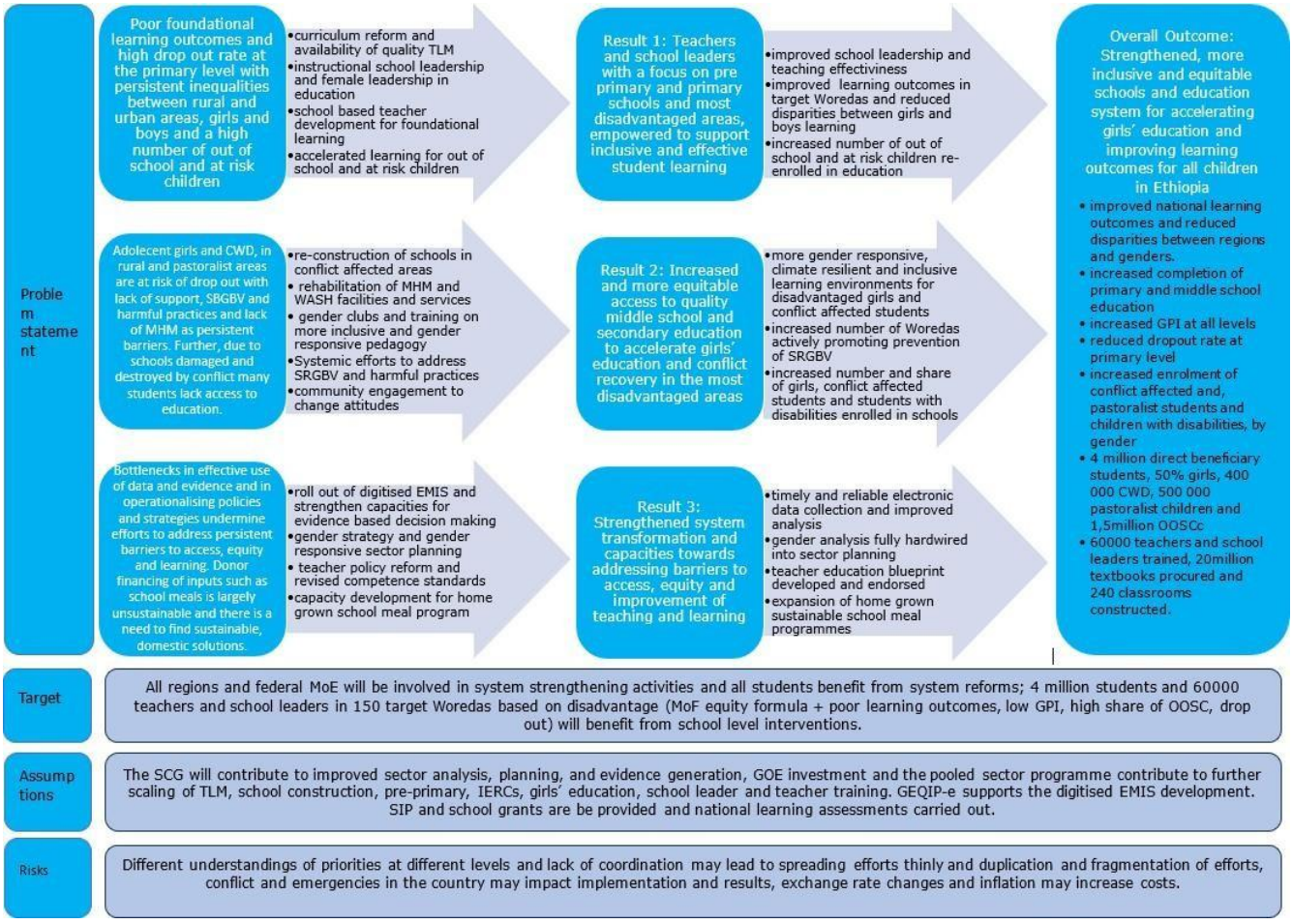
1. Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
2. All remuneration must be within the contract agreement.
3. No contract may commence unless both UNICEF and the consultant or contractor sign the contract.
4. For international consultants outside the duty station, signed contracts must be sent by fax or email. Signed contract copy or written agreement must be received by the office before Travel Authorization is issued.
5. No consultant may travel without signed travel authorization prior to the commencement of the journey to the duty station.
6. Consultants will not have supervisory responsibilities or authority on UNICEF budget.

15. Intellectual property rights

The IPR for this work is stated in the General Terms and Conditions of the Request for Proposal and the subsequent contract emanating out of it.

16. Annexes

Annex 1: STEP for Girls and Learning Theory of Change



Annex 2: STEP for Girls and Learning Results Framework

Overall outcome: Strengthened, more inclusive and equitable schools and education system for accelerating girls' education and improving learning outcomes for all children in Ethiopia		
Result 1: Teachers and school leaders with a focus on pre-primary and primary schools and most disadvantaged areas, empowered to support inclusive and effective student learning	Result 2: Increased and more equitable access to quality middle school and secondary education to accelerate girls' education and addressing barriers to conflict recovery in the most disadvantaged areas	Result 3: Strengthened system transformation and capacities towards access, equity and improvement of teaching and learning
Output 1.1: Curricular materials for students and teachers developed, printed, distributed, and made accessible through digital formats (STG)	Output 2.1: Secondary schools and classrooms reconstructed in conflict affected regions and equipped with climate smart, gender and disability responsive educational facilities (STG)	Output 3.1: Roll out of digitized EMIS and empowered school leaders, woreda, REB and MOE officials for using EMIS data for evidence-based decision making (STG)
	Output 2.2 More gender responsive and accessible school environments through rehabilitation and upgrading of school WASH and menstrual health management facilities and provision of MHM supplies (GEA)	
Output 1.2: School leaders in target woredas, with a focus on female leaders motivated and trained on instructional leadership	Output 2.3: More supportive, gender responsive and inclusive teaching practices and learning opportunities for girls (GEA)	Output 3.2: Gender analysis is fully hardwired into sector planning with an operational gender strategy and strengthened

to support effective teaching and learning (STG)		capacities of education officials (STG)
Output 1.3: CTE's capacities to provide school based CPD strengthened and pre-primary and primary teachers in target Woredas trained on the new curriculum approach, subject content knowledge and inclusive, gender responsive and child-centered pedagogy (STG)	Output 2.4: Strengthened school-related action and mechanisms to reduce Gender Based Violence (SRGBV) child and early marriage, FGM/C and other harmful practices (GEA)	Output 3.3: Teacher policy reforms advanced, and teacher's voice and morale strengthened (STG)
Output 1.4: School-based accelerated learning programmes and inclusive support systems for learning for out-of-school and at-risk children strengthened in target woredas (STG)	Output 2.5: Improved knowledge, attitude and intent among caregivers, parents, community leaders and teachers to support children's education with emphasis on girls and children with disabilities (GEA)	Output 3.4: Strengthened evidence and coordination of school meal programmes to support expansion of the national school meals system (STG)

Annex 3: STEP for Girls and Learning Key Performance Indicators

1. % of students in grade 4/6 who score 50% and above in NLA in English and Math
2. % of students in grade 8 who score 50% and above in NLA in English and Math
3. Grade 6 completion rate
4. Grade 8 completion rate
5. GPI in middle and secondary schools
6. GER of students with special educational needs
7. NER of pastoralist students
8. Number of students out of school due to man-made and natural problems/emergencies(K-12)
9. Dropout rates
10. % of children in target Woredas achieving a pre-literacy level in MELQO
11. % of students in Grade 2 who can read at functional fluency level or above in their Mother Tongue
12. % of students in Grades 2/3 achieving mastery in numeracy and mathematics foundational skills in target Woredas
13. % of children entering formal education from accelerated learning in target areas
14. Average score of composite indices of school inspection standards 11,12,13 and 18 on teaching practices
15. textbook to pupil ratio in pre-primary and primary schools
16. % of leadership trained principals at all levels showing evidence of implementing effective instruction focused leadership
17. degree to which teachers are demonstrating more effective, inclusive, gender responsive and child centered pedagogical practices
18. % of target schools regularly implement ongoing classroom assessment
19. % of teachers acquiring skills and proficiency to teach pre-primary and primary
20. # of students with disabilities enrolled in school in target Woredas
21. Share of girls enrolled in schools in target Woredas

22. Availability and functionality of inclusive education resource centers in the targeted woredas
23. # of children with disability benefiting from the established resource centers
24. Proportion of girls who express increased sense of self-efficacy; who feel confident in their ability to negotiate and delay early marriage; who feel comfortable speaking without fear
25. Proportion of adolescent girls in target schools with appropriate skills to produce reusable menstrual pads from locally available materials
26. % of schools with functional SRGBV reporting and referral mechanisms as per the national code of conduct in the STEP target woredas.
27. % of parents/caregivers, teachers, and community members with positive perception towards girls' education
28. % of parents/caregivers, teachers, and community members with positive perception towards education of CwD
29. Perception of parents, community members and CSOs in the extent of their engagement in supporting children's learning in the target schools
30. # of SRGBV cases reported through hotline, school management or social protection services
31. % of Woredas and schools implementing digitized EMIS for data collection and reporting
32. % of WEO and schools using digitized EMIS data for planning and decision making

Annex 4: GPE STEP intervention Woredas

	Region	# of Woredas Supported by STEP
1	Addis Ababa	1
2	Afar	15
3	Amhara	23
4	Benishangul Gumuz	7
5	Central Ethiopia	10
6	Dire Dawa	2
7	Gambella	3
8	Harari	2
9	Oromia	35
10	Sidama	6
11	Southwest Ethiopia	9
12	Somali	20
13	South Ethiopia	18
14	Tigray	9
	Total	160

Annex 5: Template and guidance for the final evaluation report

Evaluation reports- https://www.unicef.org/evaluation/reports#/

GEROS- https://www.unicef.org/evaluation/global-evaluation-reports-oversight-system-geros

ANNEX- C-Evaluation Criteria

Technical Evaluation Criteria	Score
Proposed Methodology and Approach • Overall response and understanding of ToR clearly explaining the evaluation approach • Proposed methodology and workplan (with an emphasis on child-sensitive evaluation approaches) • Using context conscious, innovative, participatory and child-friendly evaluation methods (with an emphasis on children's participation) • Ability to engage young evaluators/students for specified tasks related to evaluation	35
Experience of Company and Key Personnel • Organizational capacity to deliver the work - previous work history with UNICEF evaluations (a good GEROS score will be mandatory) • The strength of the proposed team includes the related experience of lead and key local consultants (conducting evaluations in health, child rights, gender equality, child protection, adolescent development and participation, and early childhood development). • Level of expertise with conducting evaluation involving adolescents – demonstrable expertise from previous evaluations will be an advantage) • Involvement of local experts and young evaluators	30
Sustainability • Does the organization have own policies with gender balance consideration in internal recruitment? • Organization policies adequately address the issues related to gender discrimination, sexual harassment etc. • Does the organization policies promote the local economic development through hiring and placement of consultants from the local areas, partnership, hiring services/supplies of self-help groups for the events etc. • Does the organizational policies, methodology and implementation plan adequately address the environment issues like- Hiring of taxis with low emission of carbon fuel, digitalize work to reduce carbon footprints, limited use of battery/ generators, cartridges, papers, plastic bottles, pen-drive etc.	5
Total Technical Score	**70**
Total Financial Score	**30**
Summary Of Technical & Financial Score	**100**

Technical offers will be scored out of 70 points. Offers with scores less than 49/70 will be disqualified. A reference check and site visit will be conducted on companies meeting the minimum technical requirements.

ANNEX-D-TECHNICAL PROPOSAL - CONTENT & FORMAT

Please note that the format presented in Annex B is a guiding format. Bidders are allowed to use their own format during proposal preparation and are not limited to with this format.

The Technical Proposal

The technical proposal of the bidders should contain the following minimum information.

The Technical proposal comprises of four (4) key components background, technical approach, methodology and business plan /work plan and economic capacity. Bidders are urged to present their proposals using the suggested subtitles. UNICEF welcomes new ideas and innovative approaches therefore Bidders are also free to provide, any other information that they deem fit and relevant in support of their bid or solution.

1. Background

1.1 Contractor's company/firm

In this section the contractor should highlight about their company, how it is organised (organisation structure), its capability and a brief about its key personnel.

1.2 Contractor's Experience

a) In this section, list maximum 10 names of the clients for whom the contractor has undertaken similar assignments along with the name of the contact person and contact details of its clients.

b) Out of the above list, provide information of 3-5 assignments for which your company and your company's personnel were legally contracted as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. You can either use the format specified in **Annex-C** or provide all the information in your own format with accompanying CD for sample work.

2. Description of the Approach, Methodology and Work Plan

2.1 Technical Approach and Methodology.

In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

2.2 Quality Assurance.

The proposal should include the bidder's plan or program for the systematic monitoring and evaluation of the various aspects of the project to ensure that standards of quality are being met.

3. Business Plan or Work plan

3.1 Business Plan or Work plan

In this chapter the bidder produce a comprehensive Business Plan /Work plan to deliver the overall requirement (ToR). This will include the main activities of the assignment, their content and duration, phasing and interrelations, milestones, key performance indicators (including interim approvals by the Client), and a list of deliverables (reports, drawings, activities) with the estimated delivery dates.
The proposed business plan or work plan should be consistent with the technical approach and methodology, showing understanding of the ToR. This should also be inclusive of the level of effort for each team member and explicitly lay out staff input throughout various stages/components.

The plan MUST identify and present specific steps, components activities in a chronological manner ensuring that quantity is presented clearly, and MUST have attached, a flow chart/ Critical Path Analysis/, Activity Plans etc.

3.2 Organization and staffing of the team for this assignment.

In this chapter you should propose the structure and composition of your team which will be deployed for this assignment. You should list the main disciplines of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs). It is desirable that the majority of the key professional staff are permanent employees of the bidder or have an extended and stable working relationship with the bidder.

Team composition and tasks assigned. Please provide the details as per the following:

Name of Expert	Area of expertise / Qualification	Position Assigned	No. of days of Input	Firm	Task Assigned

4. Economic and Financial Capacity

Bidders must also provide proof of their economic and financial capacity by enclosing with their bid the one or more of the following documents: -

i) Appropriate statements from banks;
ii) Most recent audited financial statement;
iii) Balance sheets or extracts from balance sheets for at least the last two years for which accounts have been closed;
iv) A statement of overall turnover concerning the services covered by the contract during the last three financial years.

The Technical Proposal should not contain any price / cost information

ANNEX-E–Contractor's experience – format

Please note that the format presented in Annex E is a guiding format. Bidders are allowed to use their own format during proposal preparation and are not limited to with this format.

Assignment name:	Country: Location within country:
Name of Client:	Address:
Duration of assignment (months): Start date (month/year): Completion date (month/year):	Total № of staff-months of the assignment:
Approx. value of the contract (in current US$):	Approx. value of the services provided by your firm under the contract (in current US$):
Name of associated Contractors, if any:	№ of professional staff-months provided by associated Contractors:
Name of associated Contractors, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader etc):
Narrative description of Project:	
Online link to the assignment (if available) :	
Description of actual services provided by your staff within the assignment:	

ANNEX-F- DECLARATION FORM

To be attached with both the T**echnical and Financial** proposals
To be submitted on the letterhead of the company/firm submitting the proposal

---

[ ]

To: UNICEF,

We offer to provide for the tender in accordance with the terms of reference, the general and specific terms and conditions specified in your Request for Proposal No. [LRFPS-9205346-2026] dated on (---------) and our technical and financial proposals submitted to you separately under a sealed envelope.

We understand that any contract resulting from this bid will contain the terms of reference, the general and specific terms and conditions specified in the request for proposal and is non-negotiable.

We herewith confirm that all the information and statements made in the technical and financial proposal are true and accept that any misinterpretation contained in it may lead to our disqualification. Our technical and financial proposal is binding upon us and subject to the modifications resulting from contract negotiations. Our technical and financial proposal is valid for a period of 120 days from the bid opening date.

We undertake, if our Proposal is accepted, to initiate the Institutional Contract for related to the assignment within [7 months] /days/week of signing of the contract.

We understand you are not bound to accept any Proposal you receive.

Name of authorized representative:

Title:

Signature:

Date:

Organization Name:

Postal Address:

Telephone/Mobile No.:

Fax No.: **Email Address:**

ANNEX-G-CHECK LIST

Checklist for submission of proposals

- Bid form filled in and signed

- Envelope for technical proposal
  - Technical proposal
  - Technical proposal does not contain prices
  - Envelope is marked as follows:

    Name of company, RFP number - technical proposal

- Envelope for price proposal
  - Price proposal
  - Envelope is marked as follows:

    Name of company, RFP number - price proposal

- 1 outer enveloped
  - Containing bid form, envelope for technical proposal, and envelope for price proposal
  - Envelope is sealed
  - Envelope is marked as follows

    Name of company
    RFP number
    UNICEF *XXX*
    Address