

UNICEF RFPS-NYH-2021-503307  
Q&A Pre-bid Webinar 30 March 2021

**Question Cluster #1: Issues around Key Personnel**

1. Evaluation contracted as an individual evaluator could count as experience for the institution? e.g., individual contract with the UNESCO or World Bank.

A1: The experience qualifications for individuals are different for those of the institution, with some synergies. UNICEF will be attentive to these nuances. To share some possible examples.

- Bidder A has never won or delivered a contract for a Country Program Evaluation [CPE]. It nominates an Evaluation Specialist MM that has led 2 CPEs. Since Bidder A has not as an institution organized, conceptualized, gathered data, analyzed, and presented a CPE it is not credited with that experience. However, person MM is a strong candidate. In that case UNICEF would recognize that one of the issues that A must manage—finding one or more team leaders—has been solved and would give some points under section 2/criterion 5.
- If MM acquired that experience while working on a CPE contract managed by A, then both are considered to be well qualified and the point totals would increase.
- If A executed a CPE but with a team that does not include anyone it has named, A would still receive major credit. In this case, the technical bid should emphasize whether the institutional learning and capacities that enabled it to conduct the CPE still exist, and indicate how the final piece of locating leading persons would be managed when CPEs will be tendered.

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2. Do the Evaluation Specialists and Senior Evaluator need to be on each evaluation team for the tenders that are issued under the TA?

A2: No, it is not required that they be on each evaluation team. The named persons are indicative of the quality of personnel the bidder can provide. But since the subject matter range and other key variables like location and language will vary according to which UNICEF office is raising the contract, it is understood that it may be better for the bidder to propose other persons than those named.

Strong bidders will discuss their ability to locate a range of experts to cover the types of activities that will be tendered. The named persons will be leading examples but not the only ones.

Smaller bidders like specialized think tanks may opt to say that the named persons will be put forth on any bid they make, if that is indeed the case. Bidders are in fact allowed to say that they will only bid where for assignments that match their core team expertise.

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3. If we bid for more than one LTA category, can you please confirm if we can present different key staff for each category or are we only allowed to present a limited number of key staff nominated to work across all categories selected?
  4. Usually key expertise differs for different kinds of contracts. Submitting only few key professionals may not sufficiently demonstrate the expertise of the firm.

A3/4. This is an important question. UNICEF should have made clear that the bidders can present different key staff for each category but are not obligated to. This matches the fact of the different LTA types, which were presented in recognition of the different methodologies and skill sets they

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require. Again, this is not required. If the bidder concludes that the named persons are strong for each of the LTA types bid for, they may choose to propose just one pool.

In practical terms, this means that up to 5 persons may be named for each LTA type.

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5. On page 13 of the TOR there is a reference to CVs for key staff only. Does this mean that CVs should only be included for key staff or should we include the CVs for key staff and all experts from the pool presented?

A5. Answer to these highlighted questions shall be provided in week starting 12 April 2021.

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6. We understand that Key Personnel and Experts presented in the tenders must only be presented in a single bidders' proposal, but can you please confirm whether experts presented as key personnel and in the pool of experts are required to sign a statement of availability and exclusivity and to disclose any potential Conflict of Interest (COI) at this stage or only when they are taking on work as part of an awarded contract for a specific evaluation? If a statement of exclusivity and disclosure of possible COI is required at this stage, is there any particular standard wording / template that you would like us to use?

A6. Answer to these highlighted questions shall be provided in week starting 12 April 2021.

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7. Within the language, it is indicated ability to conduct fieldwork and write reports in these languages. Yet, in the technical evaluation criteria you indicate native. Even if you are not a native speaker, your level may still be able to conduct fieldwork and write reports in a specific language. Could you clarify which one is adhered to?

A7. Being a native speaker is not required. The ability to speak the language in daily life and in professional work settings, and to write it, is sufficient. Put another way, if the language skill is such that the person can interact with native speakers without having to resort to simplified discourse, then they are language qualified

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8. Within the technical proposal, reference is made to evidence of how qualified and competent technical staff are identified and included. Are these concerning our internal organisational benchmarks, or do they concern guidelines in place for additional temporary project staff? Could you perhaps clarify what type of evidence you are looking for?

A8: This information request concerns the persons that would be nominated on evaluation teams by the bidder. They may come from the core staff or from the consultant roster, partner organizations, or another source.

That said, we are interested in information that goes beyond the conventional 'we match the persons to the TOR requirements.' Additional detail will be important about how persons are rated

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to be qualified to conduct evaluation work in general and in relation to discrete assignments.

Processes or factors that might be examined could include these examples:

- Periodic advertisements to seek persons with specialized skills to add to the consultant roster
- Standby arrangements with partner institutions to supply experts in areas A/B/C.
- All consultant applicants claiming proficiency in domains D/E/F are required to take a competency test
- Language skills are verified in interviews with a native speaker
- Samples of submitted work are read and rated for design, methodological, and analytic approach suitability.
- Persons completing assignments with us are rated by the team supervisor and these assessments are consulted when considering the persons for next assignments.
- Potential team leaders are required to role play a set of problems that frequently emerge in team management, and their responses are assessed by our Human Resources section, before they are allowed to assume their first team leader assignment.

UNICEF does not have a set of review processes that insists be met. We recognize there are many ways to assess personnel. We are looking for a thoughtful approach that has a high chance of matching strongly qualified persons with our work.

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9. The ToR mention that national evaluation specialists may be required. Is it correct that we don't need to include any CVs of national experts in this LTA bid? And should we include a fee rate for national experts in our financial proposal (doesn't seem to be foreseen in the template now)?

A9: No CVs of any national experts need to be included in the bid. No fee rates for national experts need to be included. Information of this type would be asked for in the actual TORs of activities UNICEF offices will send out for bid and could be supplied at that time.

As generally noted in these answers, bidders are welcome to describe their staffing approaches in general terms. Thus, the fact that the bidder has consistently matched national expertise with the international teams is a relevant fact. So are the ways in which they locate national talent, how they support them etc. This information is not required but it will help if it is included.

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10. Does the Technical director/overseer mentioned in the financial proposal template refer to the LTA manager mentioned in the ToR?

A10. Yes, these two refer to the same person.

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**Question Cluster #2: Demonstrating Expertise**

11. Can you please confirm if we are meant to provide an example of methodology for each service category we bid for?

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12. Based on the TOR it seems that a methods or approach section is not required for each of the evaluation types. Can UNICEF confirm this is correct?
13. In section 3: evaluation other criteria it says 12 marks for key and specific technical approaches, methodologies and other techniques... do you require suggested techniques for country programme evaluations or impact evaluations?

A11/12/13. You have identified an important issue of clarity. Thank you for the chance to be more precise. UNICEF should have clarified that the methodological and design/approach information can be supplied in 2 forms:

- Through the work samples submitted
- Through narrative text.

UNICEF would encourage that the samples submitted by bidders have at least one strong instance for each of the LTA types applied for. More than 1 will be helpful. The bid review teams will look into the samples in part to judge the technical approaches taken as indicated in Section 3/criterion 1.

The text content would best be used to speak in broader terms about methodological skills and experience of the bidding firms, including any specializations they identify and cultivate in their staffing profiles. This is especially true for bidders applying for LTA types where they do not have much experience. Summarizing instances of approaches taken in actual work is strongly preferred to creating hypotheticals.

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14. With regards to subject matter expertise, on p 7, you refer to change strategies and organizational enablers. I would like to enquire where the focus lies within the indicated topics? Human resources, organizational management or programmatic design.

A14. UNICEF rarely requests discrete evaluations of these elements. Rather, they are often included as themes within a thematic evaluation, an impact evaluation, or a Country Program Evaluation. Yet there is nothing preventing UNICEF offices from requesting discrete evaluations.

Based on recently concluded evaluations, UNICEF estimates that these Change Strategies and Organizational Enablers will receive the most attention in future TORs:

- At-scale results/RBM
  - Winning support/Advocacy
  - Using the power of evidence/Data-Research-Evaluation
  - Knowledge and information systems/IT [especially the aspects of Technology for Development in programming rather than IT as in internal function].
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15. Is the number of 3 project references the maximum or is it to be considered per each category of evaluation?

A15. The three references are the minimum. More can be given. It is not necessary to provide 3 for each LTA type applied for as long as there are at least 3 in total.

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The references specifically relates to names and contact information. More than 3 samples of work may be provided, and not each of them then needs to have an attached reference.

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**Question Cluster #3: The UNICEF market and LTA volume**

- 16. How many LTA awards will UNICEF make for each of the evaluation types?
- 17. Do you have a maximum number of LTAs that would be awarded?

A16/17. There is no fixed number of awards that UNICEF will issue. The number per service category or region will depend on the number of technically qualified bidders, their size and partnership arrangements, their coverage of the subject matters advertised, their regional distribution and prices offered per service area and what provides the best value-for-money, and that is in the best interests of UNICEF.

Additional elements of this answer may be provided in week starting 12 April 2021.

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- 18. How will the estimated nearly 200 evaluations/year break down across the three evaluation types (i.e. 50 CPEs, 10 Impact evaluations)?

A18. We encourage bidders to research UNICEF evaluation data via the Annual reports to the Executive Board, as linked in the presentation slide. Below is one relevant slide from the 2019 report.

Table 2  
**Level and type of evaluations conducted in 2019**

<i>Evaluation level</i>	<i>Number of evaluations</i>	<i>Percentage</i>
Output	1	0.89%
Outcome	9	8.04%
Output and outcome	98	87.50%
Impact	4	3.57%
<i>Evaluation type</i>		
Formative	37	33.04%
Summative	20	17.86%
Summative and formative	54	48.21%
Meta evaluation	1	0.89%

Source: GEROS.

More specific responses can be made in these cases:

- Country Programme Evaluations are a requirement under the UNICEF evaluation policy. Approximately 20 per year is the expected minimum.
- There is no policy requirement for Impact Evaluations. However, a considerable amount of Research employs the Impact Evaluation model and could be contracted. We are not able to estimate an annual total.

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- The multi-country and country specific programme evaluations will be the great majority of the work. As indicated above, an annual amount of at least 90 is anticipated

NB that these are estimates and cannot be taken as commitments.

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19. Many thanks for the extended explanation. I briefly want to clarify the following. 1) The first question concerns the second type of the different form of evaluation - i.e. country-level, multi-country or regional thematic and programme evaluations (ToR p4). Would I be correct in understanding this pertains to: a) single multi-country evaluations on a specific theme or type of programme; or b) cluster of related programmes (e.g. programmes pertaining to social protection and social policy that take place alongside multiple countries). If not, would it be possible to share some links to examples?

A19. Regional and multi-country efforts are authorized when there is a trans-national element to the programming. This may follow from the international nature of the issue [trafficking, migration, emergencies] or from a choice by multiple UNICEF offices and governments to address a similar problem over the same time period, even if the actual issue is not necessarily trans-national in nature [child marriage, supporting front-line health workers, youth-skilling schemes]. In each case the regional/multi-country approach will examine the respective national experiences and draw out lessons for those environments. They will also aim to derive lessons that are generally applicable drawn from the consistencies seen in the several settings, from the ways in which varied approaches have led to different results, or the way in which the issue and the necessary response reflects its trans-national character.

We do not have preferred examples to share. Bidders may elect to find relevant examples by examining completed UNICEF evaluation reports in UNICEF's Evaluation and Research Data Base. This archive is publicly accessible at [Evaluation reports | UNICEF Evaluation in UNICEF](#). It includes the final reports and, in most cases, the external quality review.

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20. What is the way to select companies at the level of the specific assignments? Should we plan a re-opening of competition among selected companies?

A20. Answer to these highlighted questions shall be provided in week starting 12 April 2021.

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21. UNICEF contracted recently the UNAS framework Establishment of a Global Long Term Arrangement for Services in the area of Education. Can you tell us how much work has been contracted through this framework to get the scale of the possible value of contracts through this LTA?

A21. This information is provided only to the vendors, individually, who participated in Global LTAs for services in the area of Education, and have been awarded LTA, if requested by them.

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**Question Cluster #4: Documentation needed**

22. Do bidders need to submit multiple proposals if they are bidding on all three evaluation types or can we just submit one proposal that includes information on all three evaluation types?

A22. Bidders are asked to submit one proposal that includes within it the information that is responsive to each LTA type they are applying for. This allows certain economies of effort—e.g., the institutional profile. In other portions such as the named specialists and the examples, the bidder will want to be clear that part of the reply applies to LTA type A, another part to LTA type B, and the third to LTA type C.

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23. Would UNICEF consider not having the expert pool team members require Letters of Commitment, and also not being included on an exclusive basis?

24. Would it be possible to clarify the key components you would like to be included in the commitment letter?

25. Would it be possible to share more detailed definitions for the list of roles presented in the Financial Proposal template, as these are not introduced in the TOR in the same manner?

Answer to these highlighted questions shall be provided in week starting 12 April 2021.

26. Can you please clarify, is page 3 of the RFPs, specific to individual evaluation proposals or does this form also need to be signed for as part of the LTA proposal overall?

A26. Page 3 of the RFP is to be signed by vendor as overall proposal.

27. The financial template does not have similar positions as given in Tors

A26/27. No other rates are required to be cited other than those already asked for. We understand this type of labor will sometimes be needed but we do not believe it is a significant enough discriminator that it needs to be separately costed. If we find that this judgment was in error, we reserve to right to ask for this information to those vendors that are rated as technically qualified.

28. Do staff members included in the bid need to also complete a letter of commitment even though they are the firm's employees?

29. On page 13 of the TOR there is a reference to letters of commitments for key staff only. Does this mean that letters of commitments should only be included for key staff or should we include letters of commitments for key staff and all experts from a pool presented?

30. Is there a specific template for the letters of commitment that can be shared with bidders to make sure the content includes all details required?

Answer to these highlighted questions shall be provided in week starting 12 April 2021.

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**Question Cluster #5: Bidding for firms currently engaged in UNICEF activities**

- 31. What is the overlap (if any) between this LTA and other existing UNICEF LTAs?
- 32. Do firms need to reapply even if the LTA they hold is at a regional level?
- 33. Will this LTA supersede the UNICEF ESARO Evaluations LLTS even though it is not meant to end until 31 December 2021?

A31/32/33. The 3 LTAs being bid are thought to only conflict with one present UNICEF LTA, that of the UNICEF ESARO [Eastern and Southern Africa Region] evaluation services LTA. These are for the exact same types of services. In this case, the ESARO LTA holders must apply in this new tender if they wish to continue being an LTA holder. We believe this is not too onerous. The ESARO LTA is due to conclude at the end of 2021. The new LTAs will begin around then or not much earlier. Thus, this present process establishes the LTA for most or all of 2022 and 2023 and in some sense is a natural follow-on to the ESARO LTA.

LTAs for a different range of services are not required to apply. These include those for Ethical Review or for Quality Review of TORs/Inception Reports/Final Reports. LTAs with sectors/units of UNICEF other than Evaluation are not affected. Thus, LTAs with the Office of Research or other bodies will continue, and the LTA holders are not required to apply to this Evaluation tender. Of course, if they wish to in order to increase their business prospects, they are very welcome.

Vendors engaged in other LTAs that are unsure if they must apply under this tender may contact us through the given address: [tgo@unicef.org](mailto:tgo@unicef.org). The reply will be generally stated about that LTA and will be posted.

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- 34. If we have a project with UNICEF, can we participate in this tender? and what types of restrictions shall we expect?

A34. Except in one instance, there is no problem if you already have a project with UNICEF. Any contracts you have for evaluations or other work will continue, and that experience is worth citing in the bid response.

If you are implementing a project for UNICEF or have given substantial advice for its design and execution, then you would be recused from evaluating that project or programme. But that does not disqualify you from bidding for the LTAs offered in this tender, as the LTAs provide access to many other assignments where there would be no conflict.

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- 35. Is it possible to provide feedback to previous unsuccessful bidders so that we realize where we need to improve?

A35. The present panel that has advertised this TOR/RFP does not have information about prior bidding processes for UNICEF evaluation services. You are encouraged to return to the

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administration of that process and to ask for feedback. As a general rule, UNICEF will provide information to unsuccessful bidders on elements that could be strengthened in future bids of that type.

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**Question Cluster #6: Pricing and cost issues**

36. Question re: fee schedule: on p13 of 27 of the RFPS you state: "... prices offered by bidders, shall constitute maximum ceiling prices and shall remain fixed for the duration of the LTA-S." This does not align with Sam Bickel's description of pricing during his presentation. Could you please clarify?

A36. If there was a contradiction in the presentation, then we apologize. The timetable for which the prices are fixed is the first two years of the LTA. This is the only guaranteed duration of the LTA. After the end of the 2 years, the LTAs may be extended by mutual agreement, in yearly blocks for as many as 5 years. If there is to be an extension into year 3, then by the end of year 2 the cost factors will be known to both parties and a discussion will be held about whether the offered prices will continue or will be changed.

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37. The Financial template does not seem to make any provision for intermediate and junior evaluator/ researcher level, or to prompt for different rates for national v. international evaluators, are we therefore not bound to specific rates for these roles?

A37. Answer to these highlighted questions shall be provided in week starting 12 April 2021.

38. ToR mentions the requirement of a position as LTA manager from bidder side. Will this position be included in the financial proposal while mentioning daily rates?

A38. Yes, this position should also have the daily rate noted.

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39. On page 3 of the RFPS PDF there is a Request for Proposal for Services Form which includes a mention of Payment Terms offered by the bidders, can you please clarify what these refer to?

A39. If your question is for below: these are discount rates e.g. for 3% discount for 10 days payment as against standard 30 days net.

Please indicate which of the following Payment Terms are offered by you:				
10 Days 3.0%	15 Days 2.5%	20 Days 2.0%	30 Days Net	Other

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40. Does Unicef apply any caps on costs for bidders members of the proposed team?

A40. UNICEF does not suggest and cap or limit rates for financial proposal. Please remember you are making financial proposal, which has to be competitive

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41. Is there any cap on proposed team members rates?

A41. UNICEF does not suggest and cap or limit rates for financial proposal. Please remember you are making financial proposal, which has to be competitive

42. On the financial proposal, will there be rate caps, and any limits on recoverable costs or overheads?

A42. UNICEF does not suggest and cap or limit rates for financial proposal. Please remember you are making financial proposal, which has to be competitive.

43. Can overhead costs be included in daily rates? Or are we obliged to provide overhead costs separately?

A43. Concept of overhead cost is practiced by some institutions/ universities/ and firms, which have concept of cost center, who is providing service and together with a centralized unit, who want to keep some cost control for themselves to cover indirect cost. Should you decide to use overhead cost in your financial offer, please remember you are making an offer, which has to be relevant and competitive.

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**Question Cluster #7: Regional and global bidders**

44. There is a stated preference for global south firms within the TOR. Is this simply a preference or will there be a modality in which this conditionality will be established within the procurement process?

A44. The TOR indicates a desire by UNICEF to see more vendors from the global South in order to balance the historic strength of Northern vendors. UNICEF values both, and the South is not preferred to the North.

There is no modality within the bid to prefer Southern bidders. The rating criteria have elements that award points for institutional presence or partnerships the South. These points are equally available to vendors no matter where they are based.

In more general terms, there will not be any information shared with any bidder that is not available to all others. There will be no support processes available to any bidder that is not available to all others. Finally, the bid review team is instructed to apply the criteria in exactly the same manner to all bidders.

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45. Will UNICEF accept bids from suppliers that focus on 1 region and a few specific themes? Or is there a preference for suppliers who cover a range of regions and themes?

A45. Yes, bids may be received from suppliers that focus on 1 region and a few specific themes.

There is no direct preference for geographic scope. However, in 2 instances it might occur:

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- In Section 1, the third criterion is about the demonstrated ability to conduct high quality evaluations in various contexts. A larger bidder is likely to have had a wider range of such experience they can cite.
- In section 2, the second criterion is about field office locations. A firm or consortium with many field office locations might earn more points than a bidder with just one location. But this is not certain if the smaller bidder's location is exactly suited to the geographic scope it intends to bid for. In this case they might earn more points.

Overall, we are confident that both smaller and larger bidders have an equally fair ability to succeed.

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46. Can a market in Geography A apply for Geography B market - if they have the required credentials?

A46. UNICEF offices always have the option to either invite vendors from the LTAs, or to advertise the TOR on the open marketplace. If done through the LTAs, only those invited to bid may respond. As indicated in the webinar and the TOR, under UNICEF and UN rules the UNICEF office may reach out to vendors beyond their region if that is where the needed expertise resides. That option resides with the UNICEF office; the vendor qualified for region B alone should not on their own initiative reach out to UNICEF offices in other regions.

If the UNICEF office decides not to invite vendors from the LTA, it will post the RFP on the UNGM. At that point, vendors from any region may apply.

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47. We request you to kindly elaborate more on the technical evaluation criteria "Headquarters office location".

48. We request you to kindly elaborate more on the technical evaluation criteria "Field office location (registered physical space with at least 1 permanent staff)". (for e.g. What would comprise of field office location? Will any other office location other than Headquarters office location will qualify as field office location)

A47/48. The headquarters office location is where the office identified as the HQ by the firm itself is positioned. Normally this is indicated by the presence of the CEO, the COO, and a diverse range of professional and support staff. It is where most executive functions such as the hiring and supervision of staff, financial management, and the location of records and archives are maintained. The HQ site may be a country if the executive functions are dispersed across locations; it is not necessarily a single municipality.

Looking at special circumstances:

- a. In the event of consortium bids, the bidding team should note where each of the HQ locations are. The location of the managing partner will receive more weight in the rating.
- b. Firms without a legitimate HQ location must explain how they manage their business functions and why there is no defined HQ.
- c. Organizations structured as franchises must make this clear. Certain consulting firms have a global cooperation agreement, but the national bodies are separately chartered and managed. In this case it is critical to discuss which of the franchised bodies are cooperating in the bid and

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how the this will affect the mobilization of resources. For example, if this organization claims to have a presence and skills in particular language zones, it must show that competence in its members, best indicated by the agreement to participate by its franchises in that zone.

Field offices are locations other than the HQ office. The receive credit for the field offices, one of the following two criteria should be met:

- There is a permanently staffed presence that endures whether or not a project activity is being supported in that country.
  - There is a location where one or more project teams are present, where these teams are scheduled to be working through at least the end of 2023, and has capacities that the vendor is willing to use in support of work that will be offered through the LTA. As an example, an office supporting a long-term technical support effort to a bi-lateral program can be a field office if the HR and other capacities that might be needed to support UNICEF tendered work in that country will be made available.
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#### **Question Cluster #8: Accessing bid information**

49. We are unable to express interest in UNGM although we are registered with Unicef.

A49. Please use below link to get more information on above question within UNGM  
<https://help.ungm.org/hc/en-us/categories/360002380499-For-potential-suppliers>  
<https://help.ungm.org/hc/en-us/requests/new>

50. Will UNICEF upload this presentation on ungm?

A50. Yes this webinar presentation shall be posted on UNGM via a link.

51. Is this who we email for additional information in relation to the bid: [tgo@unicef.org](mailto:tgo@unicef.org)

A51. Yes that is correct email id.

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#### **Question Cluster #9: Consortia and partnerships**

52. Can you have different consortia members named against different specialisms?

A52. Yes, different consortia members may be listed against different elements of the TORs. For example, one member may be the lead for Gender issues whereas another is the lead for Health/Nutrition/HIV-AIDS. In these instances, it is expected that an evaluation TOR that touches on topics distributed across the consortia members will cause the vendor to mobilize all the relevant partners to respond to and implement the work.

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53. Can you bid if the consortium make up has changed?

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A53. The presumption in this question is that the bidder is already in a consortium arrangement and would wish to respond to this present RFP with different partners in a new consortium. If this is the correct interpretation then Yes, the new partner set can bid as a consortium without any worry about existing or prior arrangements.

Please note that the RFP does not ask if you are involved in other consortia. We understand that an organization may have many partnering arrangements and combinations. But if you are involved in other consortia you are free to cite that fact and what has been learned as a result. Successful lessons learned would be of interest to the bid review team, as the internal dynamics of consortia can be problematic for UNICEF and the members.

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54. In the webinar it was mentioned that bidders can seek individuals with specific expertise to enable the bidder to meet the requirements of a specific assignment? Can we also contract organizations (rather than just individuals) to fulfil specific requirements of an assignment?

A54. Yes, the vendor may complete the technical team proposed for an assignment by contracting or sub-contracting with either individuals or other organizations. The vendor will decide which arrangements are best fit-for-purpose. UNICEF will look at the entirety of the skill set and how it is managed. Having seen successful efforts under both arrangements there will be no general penalty or preference for one or the other.

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55. In case of the consortium, we kindly request the following change: - The confirmation of designating one party to act as a lead entity should be provided by only the lead entity and not all the members of the consortium. Submission of Joint Venture Agreement among the legal entities in case of consortium may be exempted. Alternatively, the consortium members may be asked to submit the letter of association while submitting the proposal.

A55. No change is accepted at this stage of tendering, clear definition on consortium is well defined in the RFP document.