



United Nations Children's Fund
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REQUEST FOR PROPOSAL FOR SERVICES

LRPS-2025-9203723

30 April 2025

UNITED NATIONS CHILDREN'S FUND (UNICEF)

Wishes to invite you to submit a proposal for

Consultancy to conduct a Landscape Analysis of Positive Parenting Models and Practices in Rwanda

Interested vendors should send their technical and financial offer by 14th May 2026 at 5pm.

THIS REQUEST FOR PROPOSAL FOR SERVICES HAS BEEN:

Prepared By:



Date: 30/4/2026

Grace Ingabire

(To be contacted for additional information, NOT FOR SENDING PROPOSALS)

Email : gingabire@unicef.org

Approved By:



Date: 30/4/2026

Denis Mupenzi

REQUEST FOR PROPOSAL FOR SERVICES FORM

This FORM must be completed, signed and returned to UNICEF.
 Proposal must be made in accordance with the instructions contained in this Request for Proposal for Services (RFPS).

TERMS AND CONDITIONS OF CONTRACT

Any Contract resulting from this RFPS shall contain UNICEF General Terms and Conditions for Institutional and Corporate Contracts and any other Specific Terms and Conditions detailed in this RFPS.

INFORMATION

Any request for information regarding this RFPS must be forwarded by email to the person who prepared this document, with specific reference to the RFPS number.

The Undersigned, having read the Terms and Conditions of RFPS No. **LRPS-2025-9203723** set out in the attached document, hereby offers to execute the services specified in this 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	<input type="checkbox"/>	<input type="checkbox"/>
	b. corruption	<input type="checkbox"/>	<input type="checkbox"/>
	c. conduct related to a criminal organisation	<input type="checkbox"/>	<input type="checkbox"/>
	d. money laundering or terrorist financing	<input type="checkbox"/>	<input type="checkbox"/>
	e. terrorist offences or offences linked to terrorist activities	<input type="checkbox"/>	<input type="checkbox"/>
	f. sexual exploitation and abuse;	<input type="checkbox"/>	<input type="checkbox"/>
	g. child labour, forced labour, human trafficking;	<input type="checkbox"/>	<input type="checkbox"/>
	h. irregularity (non-compliance with any legal or regulatory requirement applicable to the Company or its Management).	<input type="checkbox"/>	<input type="checkbox"/>

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.	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>
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.	<input type="checkbox"/>	<input type="checkbox"/>
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 (<i>creating a shell company</i>).	<input type="checkbox"/>	<input type="checkbox"/>
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) (<i>being a shell company</i>).	<input type="checkbox"/>	<input type="checkbox"/>

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: _____

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10 Landscape Analysis of Positive Parenting

Consultancy to carry out a Landscape Analysis of Positive Parenting Models and Practices in Rwanda

Background

The Government of Rwanda has demonstrated a strong and ongoing commitment to fostering positive parenting and ensuring that families and children are central to the country's development agenda.

This commitment is articulated through the National Strategy for Transformation (NST II), which explicitly prioritizes strengthening family resilience, fostering family unity, and enhancing child protection such as fundamental pillars for building human capital and ensuring a prosperous, equitable society. Central to this Vision is the promotion of gender equality within families, recognizing the distinct and complementary roles of mothers, fathers, and other caregivers in nurturing and protecting children.

Rwanda's policy and legal framework encourage shared parenting responsibilities and equal participation of men and women in caregiving and decision making.

This vision is supported by a robust framework of policies, programs, and initiatives implemented under the guidance of the Ministry of Gender and Family Promotion (MIGEPROF) and the National Child Development Agency (NCDA).

A range of targeted, context-specific, and often geographically limited positive parenting approaches, models, programmes, and guidelines currently exist in Rwanda. However, these initiatives have not been systematically identified, mapped, or analyzed to assess their strengths, weaknesses, gaps, scalability and alignment with national priorities.

Such analysis is essential to inform the development of an evidence based, nationally coherent and lifecycle-wide positive parenting framework.

For instance, in 2019, UNICEF provided strategic support to the Government of Rwanda to develop comprehensive positive parenting guidelines and a national parenting curriculum covering the prenatal through early childhood (0#6 years).

These efforts align with National Early Childhood Development Policies and standards, emphasizing nurturing care, children's rights and parental responsiveness. The Sugira Muryango or 'Strengthen the Family' program exemplifies this integrated approach; it is an evidence-based home-visiting intervention designed to reduce family violence and promote early childhood development for children aged 6 to 36 months, while strengthening caregiver skills and family functioning.

Beyond early childhood, Rwanda has made notable progress through initiatives such as the Responsible, Engaged, and Loving (REAL) Fathers program implemented by Plan International, which promotes responsible, engaged and non-violent fatherhood, transform household gender norms and fosters positive family dynamics.

Similarly, Rwanda men's resource center (RWAMREC)'s Bandedereho programme that engages Rwandan men as partners and fathers to promote gender equality, positive parenting, and violence prevention.

Through structured weekly sessions led by community health workers, the programme has demonstrated strong evidence of impact, including reductions in intimate partner violence, improved mental health outcomes, and increased shared caregiving and joint decision-making within households.

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Additionally, the Inshuti z’Umuryango or ‘Friends of the Family’ program utilizes community-based paraprofessional volunteers to protect children from neglect, abuse, and exploitation; since its inception in 2016, IZU has served as the frontline of Rwanda’s child protection system at the local level, linking families with services and promoting positive caregiving practices. Other relevant parenting related are embedded within mental health and psychosocial services support provided by Rwanda Biomedical Centre, Imbutu Foundation, and other stakeholders within the health and social services sectors.

Justification

While the above programs demonstrate significant progress, important gaps remain. There is a limited availability of targeted structured, and evidence-informed positive parenting support for children and adolescents aged six to eighteen years. (six years up to 18 years). Additionally, Rwanda currently lacks a comprehensive, nationwide parenting strategy and guidance that spans the full lifecycle of the child, from birth through adolescence.

Gender-specific challenges persist, including limited and inconsistent engagement of fathers in parenting programs, unequal caregiving burdens on mothers, and the absence of tailored approaches that address the distinct needs of boys and girls at different developmental stages.

In this context, there is an urgent need to systematically map, document and analyse existing parenting models, approaches, and practices across Rwanda using gender responsive and life cycle lenses. The mapping also considers new developments that may enable or bring new challenges to parenting such parenting in digital era.

Rwanda’s rapid digital transformation, marked by increased access to mobile devices, internet connectivity, and digital platforms, is reshaping family dynamics and parenting practices. While digital Technology offers opportunities to enhance learning, access to information, and child protection, they also introduce new risks for children, including excessive screen time, online exploitation, cyberbullying, and data Privacy concerns, and exposure to age-inappropriate content.

Caregivers are increasingly required to navigate these complexities with limited guidance. Currently, there is limited context-specific evidence on how parents and caregivers in Rwanda perceive, regulate, and support children’s digital engagement across different socio-economic and geographic contexts. Disparities in access, digital literacy, and resources further influence these practices.

Addressing this evidence gap is critical to informing responsive, future-oriented, and inclusive positive parenting policies and programmes. In addition, developing a comprehensive compendium of successful practices will serve as a critical foundation for the formulation of scalable, nationally endorsed positive parenting guidance and standards. Importantly, this process will ensure that future national guidance is grounded in Rwandan cultural values, community realities, and home-grown solutions, thereby enhancing ownership, relevance, and sustainability.

This assignment aims to provide the evidence and analysis necessary to support the NCD and MIGEPROF in developing and implementing a comprehensive nationwide, lifecycle-wide positive parenting framework and associated guidance and curricula ensuring that all children in Rwanda are supported by nurturing, safe, and gender-responsive caregiving environments from birth through adolescence.

Objectives

The purpose of this assignment is to respond to the fragmented and uneven landscape of positive parenting initiatives in Rwanda by conducting a comprehensive and systematic mapping of existing practices, models, approaches, and guidelines related to positive parenting, with a deliberate focus on gender responsiveness,

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disability inclusive and age appropriateness across the child's lifecycle.

This includes identifying how different parenting strategies engage and support mothers, fathers, and other caregivers, and how they address the distinct needs of boys and girls across various stages of development from early childhood through adolescence (6#18 years).

The mapping will be complemented by an in-depth analysis using an agreed methodology and analytical framework to assess the effectiveness, coverage, strengths, limitations, and scalability of identified practices. The findings will be synthesized into a comprehensive national compendium of positive parenting approaches and practices in Rwanda.

The assignment will further examine emerging dimensions of parenting in the digital age, including caregivers' management of children's exposure to digital technologies and online environments. The analysis will assess age-specific opportunities and risks associated with digital engagement and their implications for children's learning, behaviors, social relationships, and protection.

Findings will generate evidence on digital parenting practices in Rwanda, including levels of access, usage patterns, caregiver awareness, and strategies used to promote safe, balanced, and developmentally appropriate technology use. This evidence will inform the integration of digital parenting considerations into the national positive parenting framework and guidance.

This evidence base will support the National Child Development Agency (NCDA) and relevant government institutions in assessing the current landscape of positive parenting in the country, identifying key gaps, strengths, opportunities and informing national policy dialogue for national guidance, standards setting and scale-up of effective and culturally grounded interventions.

Building on the mapping and analysis, the subsequent phase of the assignment will focus on strengthening national systems to deliver age- and gender-responsive parenting support and care standards across sectors and service delivery platforms. This includes the development of a comprehensive, nationwide set of positive parenting guidance and care standards that spanning all ages and stages of the child's lifecycle (birth to 18 years old), ensuring holistic and lifecycle-based approach and gender-responsive to parenting support that is aligned with national priorities and institutional mandates and can be integrated within district and community-level systems across Rwanda.

The specific objectives of the assignments:

Objective 1: Comprehensive review and mapping of parenting approaches.

To conduct a nationwide review and systematic mapping of existing inclusive parenting policies, programs, models, and practices (formal and informal) in Rwanda, across the child lifecycle, ensuring age, gender, and disability, disaggregated data collection, documentation of evaluations, and categorization by geographic coverage, target populations, and implementation modalities.

Objective 2: Analytical assessment and development of a National Compendium.

To analyze identified parenting models and practices using an agreed gender- and child rights, responsive analytical framework to assess their effectiveness in preventing violence against children, promoting nurturing care and positive discipline, and addressing caregiver roles and barriers; and to produce a comprehensive national compendium with strategic, evidence-based recommendations for scale-up, integration, and policy strengthening.

Objective 3: Co-creation, validation, and capacity strengthening for a National Framework

To collaboratively develop with the National Child Development Agency and Ministry of Gender and Family

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Promotion a culturally grounded, lifecycle-wide national positive parenting framework; validate it with stakeholders; and strengthen implementation capacity through the development of a trainer's manual and a national training and sensitization plan for government and partner institutions

4. Description of the assignment (Scope of work and methodology) / Specific Tasks

Scope of the assignment

The institutional consultant will carry out the quantitative and qualitative research, serving as the lead research institution responsible to conduct the land scape analysis on parenting models and practices in Rwanda including oversight of data collection, analysis, and reporting in close coordination with UNICEF, NCDA and national stakeholders, ensuring the production of rigorous evidence and alignment with national priorities on parenting. This includes refining and operationalizing the research design developed during the inception phase, piloting and final validating tools, sampling methods, and quantitative and qualitative data collection tools, and providing overall technical leadership for the research.

Research findings will be translated into actionable recommendations for expanding inclusive parenting systems in Rwanda.

Key Tasks:

- Conduct a comprehensive review of existing policies, guidelines, programs, models and practices related to inclusive positive parenting in Rwanda, including stakeholder consultations to gather contextual insights. Ensure the review captures age and gender-specific approaches, challenges, and outcomes. Both formal and informal community-based and institutional models should be reviewed.

- Systematically map all identified practices, approaches, and initiatives across the child's lifecycle, categorizing them by age group, geographic coverage, target populations and implementation modalities. Ensure that full data is collected (and disaggregated by sex, disabilities and age where applicable) regarding any evaluations, assessments or other reviews completed of the parenting approaches.

- Analyze the mapped practices using an agreed methodology and analytical framework incorporating gender and child rights analysis to assess how different parenting models prevent violence against children, promoting nurturing care and positive discipline address the roles, needs and barriers faced by mothers, fathers, and other caregivers. This analysis should identify strengths, weaknesses, gaps, overlaps, and opportunities for scale-up and integration within national and district plans

- Identify existing programmes, tools, or guidelines addressing digital parenting, online child protection, or caregiver digital literacy.

- Develop a comprehensive national compendium, documenting identified parenting models, practices and approaches (formal and informal), including descriptions, success factors, challenges, and lessons learned.

This compendium needs to capture all elements of each parenting models, practices and approaches, both formal and informal. Bring together findings into strategic and actionable recommendations for strengthening and expanding including positive parenting practices and policies nationwide ensuring that the applicability to prevent violence, promotion of gender equality and the empowerment of caregivers of all genders are central to the recommendations.

- Integrating digital parenting into national positive parenting guidance. This means embedding strategies that help families navigate the challenges and opportunities of raising children in a technology-driven world within the broader framework of nurturing, supportive parenting practices. By doing so, governments and institutions can

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ensure that parents are equipped not only with traditional skills such as fostering emotional resilience, empathy, and healthy communication but also, with the ability to guide children's online behavior, promote responsible use of digital tools, and safeguard against risks like cyberbullying or excessive screen time. This integration strengthens national parenting frameworks by aligning them with the realities of modern childhood, encouraging parents to model balanced digital habits, cultivate critical thinking in their children, and leverage technology as a resource for learning and connection, while maintaining the core values of warmth, consistency, and positive discipline.

- In close collaboration with NCDA and MIGEPROF apply a co-creation methodology to draft a comprehensive, lifecycle-wide national positive parenting guidance/framework document, which is rooted in Rwandan culture and values, adaptable, and aligned with existing policies and systems ensuring that the framework nurtures shared parenting and caregiving responsibilities and addresses gender-specific needs and barriers.

- Validate the draft framework and compendium with key stakeholders, incorporate feedback, and finalize the documents for official use.

- Support capacity-building and system strengthening efforts by developing a trainer's manual as well as training and sensitization plan for relevant government and partner stakeholders on the use and dissemination of the compendium and guidelines.

- Any other tasks as required.

Work Assignment Overview (Refer to TABLE 1 in the attached TORs)

7.Reporting requirements and taking instructions

The Institutional Consultant will be administratively responsible to UNICEF Rwanda while receiving technical direction from NCDA, and technical inputs from relevant government institutions and civil societies, the Parenting task force (comprising, NCDA, ECD Technical Working Group (ECD TWG) and Child Protection TWG.

The ECD and Child protection TWGs will play a key role in providing technical guidance to the institutional consultants, and this engagement will lead to stakeholder engagement and ownership of the consultancy results.

This includes providing technical advice and support on research design, data collection methods, and interpretation of findings to inform inclusive early learning policy briefs and advocacy messages. The consultant must create a comprehensive work plan outlining team roles, responsibilities, and communication protocols, including how UNICEF and government counterparts will be regularly updated on progress.

All deliverables will remain the copyright of UNICEF, NCDA and MIGEPROF have the right to adapt and use all materials produced for policy and programme purposes.

Regular reporting will include:

- Regular progress reports to UNICEF Rwanda.
- Technical updates and validation meetings with government stakeholders.
- Final submission of datasets, documentation, reports and case studies in agreed formats.

8.Management of the consultancy

The Institutional consultant will be contracted by UNICEF Rwanda and work under its supervision, with strategic

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guidance NCD and MIGEPROF.

The consultant will:

- Collaborate closely with relevant government institutions (MIGEPROF, MINEDUC, NCD) to align the research with national priorities.
 - Use their logistical resources, including transport, field equipment, and ICT infrastructure.
 - Maintain close coordination with civil society organizations (CSOs) supporting parenting programs.
- UNICEF will oversee contract performance, coordinate reviews of deliverables, and facilitate linkages with existing structures supporting parenting programs.

9.Location and duration

The consultancy will be Rwanda-based, with an expected duration of 6 months (March 2026-August 2026). The consultant will ensure a consistent in-country presence during the duration of the contract. Fieldwork will focus on all districts in Rwanda, and deliberate efforts will be made to ensure the inclusion of refugees, persons with disabilities and other vulnerable groups.

10.Payment Schedule

The total contract value will be based on the best value for money and technical proposal among the bidders, to be disbursed in instalments upon satisfactory delivery and approval of key outputs, as follows:

- 20 % upon submission and approval of the inception report, Policy, Models, and Practice Review and Stakeholder Consultations, Mapping and analysis of Practices, Approaches, Models and Initiatives.
- 20% Upon the development of Practice Compendium and symposium on parenting,
- 30% Upon Validation of Positive Parenting Guidelines/Framework, and Validation, Finalization, and Approval.
- 30% Upon the completion of the Capacity Building and dissemination and the submission of the final comprehensive landscape analysis report of parenting practices and models in Rwanda.

Qualification requirements.

Education:

The required qualifications and skills

The consultant must possess at least a master's degree in law, child rights, social work, other social sciences, or any other Child Specific qualifications. Specialization relevant to the child protection sector is essential.

Experience:

Professional experience

- At least 10 years of professional experience in positive parenting, child protection, and related fields, preferably within a child focused international organization or equivalent context.

- Familiarity with community-based positive parenting approaches and child protection case management in Rwanda or similar regional settings is essential.

- Experience in developing policies, strategies, or frameworks related to positive parenting, family resilience, and child safeguarding at a national level, with at least five successful policies or strategies developed or adapted across broad contexts.

- Demonstrated ability in operationalizing international normative frameworks on child protection and positive parenting within national policies and programs.

- Familiarity with Rwanda's legal system and child protection and family support systems is an added advantage.

- Proven experience working with government agencies, civil society, and other stakeholders in public sector development programs, especially in areas related to capacity building, policy formulation, and program implementation in positive parenting and child protection.

Skills and Competencies:

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- Ability to work independently, with minimal supervision, while maintaining high-quality standards.
- Extensive experience with child protection and positive parenting frameworks and workforce capacity development.
- Excellent written and spoken communication skills in English, with an ability to effectively convey complex ideas and strategies related to positive parenting and child protection.
- Result-oriented team player with high levels of enthusiasm, tact, professionalism, and integrity.
- Strong interpersonal skills for engaging with government officials, development partners, and community stakeholders.
- Proven ability to draft policies, guidelines, and training materials related to positive parenting and child protection.
- Skilled in facilitating stakeholder meetings, workshops, and training sessions effectively.
- Evidence of successfully completing similar assignments within governments, nonprofits, or private institutions focused on family resilience, positive parenting, and child safeguarding.
- Experience in research, policy development, program management, and evaluation related to family support, positive parenting, and child protection initiatives.

Each team member should also demonstrate

x.Ethics: All Institutional Consultants must demonstrate adherence to ethical standards in research involving children and communities, including data protection, informed consent, and cultural sensitivity.

xi.Language Ability: Fluency in English is required for all team members. Working knowledge of Kinyarwanda and/or French is a distinct advantage. Capacity to produce research outputs and presentations in both English and Kinyarwanda is strongly preferred to ensure accessibility for national stakeholders.

12.Evaluation criteria

A two-stage procedure shall be used to evaluate proposals, starting with the technical proposal and followed by the financial proposal. Evaluation of technical proposals will account for 70 percent of the weighting, and the financial proposal will account for 30 percent. The cumulative weighted average of the two proposals will then be used to determine the best value-for-money proposal.

The technical proposal

The Institutional Consultant will be required to submit a proposal outlining the tasks and deliverables in accordance with the ToR. The proposal should include:

- i) Description of experience, reflecting why the consultancy team composition is well-suited to fulfil this scope of work.
- ii) Role distribution amongst the consultancy team should be precise, with an indication of a team lead and technical team members.
- iii)The Technical Proposal shall also include updated CVs of all members.
- iv)Approach and methodology with a detailed breakdown of ways to approach tasks, with a related timeline aligned to the scope of the consultancy.

The financial proposal

The financial offer should include a cost breakdown of consultancy fees, travel, the daily subsistence allowance (DSA), and any other costs incurred during fieldwork in Rwanda. The proposal should include a breakdown of prices for each component of the proposed work, with clear indications of quantities, unit prices, and totals.

The financial proposal shall be submitted in a separate file, clearly named "#Financial Proposal". No financial information should be included in the technical proposal, as this will result in cancellation of the proposal. Financial Proposals should be filled out as per the table below:

Check template on Table 2 in the attached TOR

Mandatory Requirement: All Institutional Consultant applicants must provide their audited two-year financial statements.

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A two-stage procedure shall be utilized in evaluating proposals:

I. Technical evaluation of proposals

Evaluation of technical proposals will represent 70 percent of the total weighting.

II. Financial evaluation of proposals

Financial proposals whose technical proposals meet technical expectations will be assessed to determine a consolidated score for the overall proposal, based on which the offer will be made to the qualified Institutional Consultant. The financial criteria will represent 30 percent of the weighting.

Find the overall criteria for evaluation on table 3 in the TORs

The financial proposal will be opened only for those entities whose technical proposal has met the minimum technical threshold of 50 points out of a maximum obtainable score of 70 points and have been determined to be compliant.

Non-compliant proposals will not be eligible for further consideration.

The contract shall be awarded to the proposal with the highest overall score, calculated by adding the technical and financial proposal scores.

The contract will be awarded to the institutional applicant with the highest combined technical and financial scores. Proposals that do not comply with the terms and conditions outlined in this ToR, including the submission of all required information, may be considered non-responsive and will not be further evaluated.

Confidentiality

Unless otherwise specified, the consultant shall keep confidential all information and documentation being shared by UNICEF Rwanda and other partners. Contract management and administrative matters UNICEF will finalize the contract and pay the institutional consultant in accordance with the terms of the agreement, pending NCD/MIGEPROF approval of the deliverables.

The institutional consultant will be responsible for all logistical arrangements related to this contract. UNICEF will coordinate with /NCD/MIGEPROF to provide a letter of support to facilitate visa acquisition and support field visits when needed. Other expenses, such as international and local travel, visas, banking or cash services, and office space and equipment (including computers and photocopiers), will be the responsibility of the institutional consultant.

13. Administrative Issues, including Institutional Consultant's Workplace and Travel.

The Institutional Consultant will include a comprehensive cost in the financial proposal, covering all expenses related to the assignment, including travel to Rwanda if the Institutional Consultant is based outside the country. Office space or electronic equipment will not be provided to the Institutional Consultant. The nature of the work does not require such facilities.

14. Policy Issues

- i) No activities may commence unless both UNICEF and the Institutional Consultant sign the contract.
- ii) The Institutional Consultant will not have supervisory responsibilities or authority over the UNICEF budget.
- iii) UNICEF will conduct reference checks (persons/institutions) for feedback on services provided by the bidding Institutional Consultant.

Costs indicated are estimated. Final rate shall follow the "best value for money" principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

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Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract will not be considered #staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

Qualified institutions are requested to submit a full proposal comprising two separate parts (technical and financial) to Rwasupply@unicef.org BY 14th May 2026, 5pm kigali time.

Landscape Analysis of Positive Parenting	1	PU
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SPECIAL NOTES

INSTRUCTION TO PROPOSERS

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.

ANNEX A GENERAL TERMS AND CONDITIONS

GENERAL TERMS AND CONDITIONS OF CONTRACT (Services)

Definitions and UNICEF Supply Website

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

"Affiliates" means, with respect to the Contractor, 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.

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

"Contractor" means the contractor named in the Contract.

"Deliverables" means the work product and other output of the Services required to be delivered by Contractor as part of the Services, as specified in the relevant section of the Contract.

"Disabling Code" means any virus, back door, timer or other limiting routine, instruction or design, or other malicious, illicit or similar unrequested code that may have the consequence (whether by design or unintentionally) of disrupting, disabling, harming, circumventing security controls or otherwise impeding in any manner the normal operation or performance of (i) any software or service or (ii) any UNICEF information system or network.

"End User" means, in the event that the Services or Deliverables involve the use of any information systems, any and all UNICEF employees, consultants and other personnel and any other external users collaborating with UNICEF, in each case, authorized by UNICEF to access and use the Services and/or Deliverables.

"Fee" is defined in Article 3.1.

"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.

Contractor's "Key Personnel" are: (i) Personnel identified in the proposal as key individuals (as a minimum, partners, managers, senior auditors) to be assigned for participation in the performance of the Contract; (ii) Personnel whose resumes were submitted with the proposal; and (iii) individuals who are designated as key personnel by agreement of the Contractor and UNICEF during negotiations.

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

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

"Security Incident" means, with respect to any information system, service or network used in the delivery of the Services or Deliverables, one or more events that (a) indicates that the security of such information system, service, or network may have been breached or compromised and (b) that such breach or compromise could very likely compromise the security of UNICEF's Confidential Information or weaken or impair UNICEF's operations. Security Incident includes any actual, threatened or reasonably suspected unauthorized access to, disclosure of, use of or acquisition of UNICEF Data that compromises the security, confidentiality, or integrity of the UNICEF Data, or the ability of UNICEF or End Users to access the UNICEF Data.

"Services" means the services specified in the relevant section of the Contract.

"UNICEF Data" means any and all information or data in digital form or processed or held in digital form that (a) are provided to the Contractor by, or on behalf of, UNICEF and/or End Users under the Contract or through UNICEF's and/or End Users' use of the Services or in connection with the Services, or (b) are collected by the Contractor in the performance of 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 Contractor, are publicly available on the UNICEF Supply Website. The Contractor represents that it has reviewed all such policies as of the effective date of the Contract.

2. Provision of Services and Deliverables, Contractor's Personnel, Sub-Contractors

Provision of Services and Deliverables

2.1 The Contractor will provide the Services and deliver the Deliverables in accordance with the scope of work set out in the Contract, including, but not limited to, the time for delivery of the Services and Deliverables, and to UNICEF's satisfaction. Except as expressly provided in the Contract, the Contractor 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 and completion of the Services and delivery of the Deliverables under the Contract.

2.2 The Contractor acknowledges that, other than as expressly set out in the Contract, 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 fulfillment by the Contractor of its obligations under the Contract. If UNICEF provides access to and use of UNICEF premises, facilities or systems (whether on site or remotely) to the Contractor for the purposes of the Contract, the Contractor will ensure that its Personnel or sub-contractors will, at all times (a) use such access exclusively for the specific purpose for which the access has been granted and (b) comply with UNICEF's security and other regulations and instructions for such access and use, including, but not limited to, UNICEF's information security policies. The Contractor will ensure that only those of its Personnel that have been authorized by the Contractor, and approved by UNICEF, have access to UNICEF's premises, facilities or systems.

2.3 The Contractor will use its best efforts to accommodate reasonable requests for changes (if any) to the scope of work of the Services or time for provision of the Services or delivery of the Deliverables. If UNICEF requests any material change to the scope of work or time for delivery, UNICEF and the Contractor will negotiate any necessary changes to the Contract, including as to the Fee and the time schedule under the Contract. 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 Contractor. 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.

2.4 The Contractor will neither seek nor accept instructions from any entity other than UNICEF (or entities authorized by UNICEF to give instructions to the Contractor) in connection with the provision of the Services or development and delivery of the Deliverables.

2.5 Title to any equipment and supplies which may be provided to the Contractor by UNICEF, will remain with UNICEF. Such equipment and supplies will be returned to UNICEF at the conclusion of the Contract or when no longer needed by the Contractor in the same condition as when they were provided to the Contractor, subject to normal wear and tear. The Contractor will pay UNICEF the value of any loss of, damage to, or degradation of, the equipment and supplies beyond normal wear and tear.

Non-conforming Services and Consequences of Delay

2.6 If the Contractor determines it will be unable to provide the Services or deliver the Deliverables by the date stipulated in the Contract, the Contractor will (i) immediately consult with UNICEF to determine the most expeditious means for delivery of the Services and/or Deliverables; and (ii) take necessary action to expedite delivery of the Services and/or Deliverables, at the Contractor's cost (unless the delay is due to force majeure as defined in Article 6.8 below), if reasonably so requested by UNICEF.

2.7 The Contractor acknowledges that UNICEF may monitor the Contractor's performance under the Contract and may at any time evaluate the quality of the Services provided and the Deliverables to determine whether or not the Services and Deliverables conform to the Contract. The Contractor agrees to provide its full cooperation with such performance monitoring and evaluation, at no additional cost or expense to UNICEF, and will provide relevant information as reasonably requested by UNICEF, including, but not limited to, the date of receipt of the Contract, detailed status updates, costs to be charged and payments made by UNICEF or pending. Neither the evaluation of the Services and Deliverables, nor failure to undertake any such evaluation, will relieve the Contractor of any of its warranty or other obligations under the Contract.

2.8 If the Services or Deliverables provided by the Contractor do not conform to the requirements of the Contract or are delivered late or incomplete, without prejudice to any of its other rights and remedies, UNICEF can, at its option:

ANNEX A GENERAL TERMS AND CONDITIONS

(a) by written notice, require the Contractor, at the Contractor's expense, to remedy its performance, including any deficiencies in the Deliverables, to UNICEF's satisfaction within thirty (30) days after receipt of UNICEF's notice (or within such shorter period as UNICEF may determine, in its sole discretion, is necessary as specified in the notice);

(b) require the Contractor to refund all payments (if any) made by UNICEF in respect of such non-conforming or incomplete performance;

(c) procure all or part of the Services and/or Deliverables from other sources, and require the Contractor to pay UNICEF for any additional cost beyond the balance of the Fee for such Services and Deliverables;

(d) give written notice to terminate the Contract for breach, in accordance with Article 6.1 below, if the Contractor fails to remedy the breach within the cure period specified in Article 6.1 or if the breach is not capable of remedy;

(e) require the Contractor to pay liquidated damages as set out in the Contract.

2.9 Further to Article 11.5 below, the Contractor expressly acknowledges that if UNICEF takes delivery of Services or Deliverables that have been delivered late or otherwise not in full compliance with the requirements of the Contract, this does not constitute a waiver of UNICEF's rights in respect of such late or non-compliant performance.

Contractor's Personnel and Sub-Contractors

2.10 The following provisions apply with regard to the Contractor's Personnel:

(a) The provisions of Article 7 (Ethical Standards) will apply to the Contractor's Personnel as expressly stated in Article 7.

(b) The Contractor will be responsible for the professional and technical competence of the Personnel it assigns to perform work under the Contract and will select professionally qualified, reliable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.

(c) The qualifications of any Personnel whom the Contractor may assign or may propose to assign to perform any obligations under the Contract will be substantially the same as, or better than, the qualifications of any personnel originally proposed by the Contractor.

(d) At any time during the term of the Contract, UNICEF can make a written request that the Contractor replace one or more of the assigned Personnel. UNICEF will not be required to give an explanation or justification for this request. Within seven (7) working days of receiving UNICEF's request for replacement the Contractor must replace the Personnel in question with Personnel acceptable to UNICEF. This provision also extends to Personnel of the Contractor who have "account manager" or "relationship manager" type functions.

(e) If one or more of Contractor's Key Personnel become unavailable, for any reason, for work under the Contract, the Contractor will (i) notify the UNICEF contracting authority at least fourteen (14) days in advance; and (ii) obtain the UNICEF contracting authority's approval prior to making any substitution of Key Personnel. In notifying the UNICEF contracting authority, the Contractor will provide an explanation of the circumstances necessitating the proposed replacement(s) and submit justification and qualification of replacement Personnel in sufficient detail to permit evaluation of the impact on the engagement.

(f) The approval of UNICEF of any Personnel assigned by the Contractor (including any replacement Personnel) will not relieve the Contractor of any of its obligations under the Contract. The Contractor's Personnel, including individual sub-contractors, will not be considered in any respect as being the employees or agents of UNICEF.

(g) All expenses of the withdrawal or replacement of the Contractor's Personnel will, in all cases, be borne exclusively by the Contractor.

2.11 The Contractor will obtain the prior written approval and clearance of UNICEF for all institutional sub-contractors it proposes to use in connection with the Contract. The approval of UNICEF of a sub-contractor will not relieve the Contractor of any of its obligations under the Contract. 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.

2.12 The Contractor confirms that it has read UNICEF's Policy on Safeguarding (as updated from time to

time). The Contractor 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 Contractor will further cooperate with UNICEF's implementation of this policy.

2.13 The Contractor will supervise its Personnel and sub-contractors and 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.

2.14 The Contractor will comply with all applicable international standards and national labor laws, rules and regulations relating to the employment of national and international staff in connection with the Services, including, but not limited to, laws, rules and regulations associated with the payment of the employer's portions of income tax, insurance, social security, health insurance, worker's compensation, retirement funds, severance or other similar payments. Without limiting the provisions of this Article 2 or Article 4 below, the Contractor will be fully responsible and liable for, and UNICEF will not be liable for (a) all payments due to its Personnel and sub-contractors for their services in relation to the performance of the Contract; (b) any action, omission, negligence or misconduct of the Contractor, its Personnel and sub-contractors; (c) any insurance coverage which may be necessary or desirable for the purpose of the Contract; (d) the safety and security of the Contractor's Personnel and sub-contractors' personnel; or (e) 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 no liability or responsibility with regard to any of the events referred to in this Article 2.14.

3. Fee; Invoicing; Tax Exemption; Payment Terms

3.1 The fee for the Services is the amount in the currency specified in the fee section of the Contract (the "Fee"), it being understood that such amount is specified in United States dollars unless otherwise expressly provided for in the fee section of the Contract. Unless expressly stated otherwise in the Contract, the Fee is inclusive of all costs, expenses, charges or fees that the Contractor 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 Contractor will not request any change to the Fee after the Services or Deliverables have been provided and that the Fee cannot be changed except by written agreement between the Parties before the relevant Service or Deliverable is provided. UNICEF will not agree to changes to the Fee for modifications or interpretations of the scope of work if those modifications or interpretations of the scope of work have already been initiated by the Contractor. UNICEF will not be liable to pay for any work conducted or materials provided by the Contractor that are outside the scope of work or were not authorized in advance by UNICEF.

3.2 The Contractor will issue invoices to UNICEF only after the Contractor has provided the Services (or components of the Services) and delivered the Deliverables (or installments of the Deliverables) in accordance with the Contract and to UNICEF's satisfaction. The Contractor 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) provide a clear and specific description of the Services provided and Deliverables delivered, as well as supporting documentation for reimbursable expenses if any, in sufficient detail to permit UNICEF to verify the amounts stated in the invoice.

3.3 The Contractor authorizes UNICEF to deduct from the Contractor'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 Contractor will immediately consult with UNICEF to determine a mutually acceptable procedure. The Contractor 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 Contractor 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 Contractor the amount of the undisputed portion in accordance with Article 3.5 below. UNICEF and the Contractor 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 Contractor's invoice within thirty (30) days of receiving both the invoice and the required 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 Contractor will not be entitled to interest on any late payment or any sums payable under the Contract nor any accrued interest on payments

ANNEX A GENERAL TERMS AND CONDITIONS

withheld by UNICEF in connection with a dispute. Payment will not relieve the Contractor of its obligations under the Contract and will not be deemed to be acceptance by UNICEF of, or waiver of any of UNICEF's rights with regard to, the Contractor's performance.

3.6 Each invoice will confirm the Contractor's bank account details provided to UNICEF as part of the Contractor's registration process with UNICEF. All payments due to the Contractor under the Contract will be made by electronic funds transfer to that bank account. It is the Contractor'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 Contractor of any changes in bank details together with supporting documentation satisfactory to UNICEF.

3.7 The Contractor acknowledges and agrees that UNICEF may withhold payment in respect of any invoice if, in UNICEF's opinion, the Contractor has not performed in accordance with the terms and conditions of the Contract, or if the Contractor 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 Contractor under the Contract, any payment, indebtedness or other claim (including, without limitation, any overpayment made by UNICEF to the Contractor) owing by the Contractor to UNICEF under the Contract or under any other contract or agreement between the Parties. UNICEF will not be required to give the Contractor prior notice before exercising this right of set-off (such notice being waived by the Contractor). UNICEF will promptly notify the Contractor 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 Contractor 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 Contractor represents and warrants that as of the effective date and throughout the term of the Contract: (a) the Contractor 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) all of the information it has previously provided to UNICEF, or that it provides to UNICEF during the term of the Contract, concerning the Contractor and the provision of the Services and the delivering of the Deliverables is true, correct, accurate and not misleading; (c) it is financially solvent and is able to provide the Services to UNICEF in accordance with the terms and conditions of the Contract; (d) it has, and will maintain throughout the term of the Contract, all rights, licenses, authority and resources necessary, as applicable, to provide the Services and deliver the Deliverables to UNICEF's satisfaction and to perform its obligations under the Contract; (e) the work product is and will be original to the Contractor and does not and will not infringe any copyright, trademark, patent or other proprietary right of any third party; and (f) except as otherwise expressly stated in the Contract, 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 any Deliverable or other work resulting from the Services. The Contractor 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 Contractor further represents and warrants, as of the effective date and throughout the term of the Contract, that it and its Personnel and sub-contractors will perform the Contract and provide the Services and Deliverables (a) in a professional and workmanlike manner; (b) with reasonable care and skill and in accordance with the highest professional standards accorded to professionals providing the same or substantially similar services in a same industry; (c) with priority equal to that given to the same or similar services for the Contractor's other clients; and (d) in accordance with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the Contract and the provision of the Services and Deliverables.

4.3 The representations and warranties made by the Contractor in Articles 4.1 and 4.2 above are made to and are for the benefit of (a) each entity (if any) that makes a direct financial contribution to UNICEF to procure the Services and Deliverables; and (b) each Government or other entity (if any) that receives the direct benefit of the Services and Deliverables.

Indemnification

4.4 The Contractor 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 UNICEF to procure the Services and Deliverables and each Government or other entity that receives the direct benefit of the Services and Deliverables, from and against all suits, claims, demands, losses and liability of any nature or kind, including their costs and expenses, by any third party and arising out of the acts or omissions of the Contractor 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 copyright or other intellectual property rights or licenses, patent, design, trade-name or trade-mark arising in connection with the Deliverables 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 terms of the Contract or used by the Contractor, its Personnel or sub-contractors in the performance of the Contract.

4.5 UNICEF will report any such suits, proceedings, claims, demands, losses or liability to the Contractor within a reasonable period of time after having received actual notice. The Contractor 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 Contractor 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

4.6 The Contractor will comply with the following insurance requirements:

(a) The Contractor will have and maintain in effect with reputable insurers and in sufficient amounts, insurance against all of the Contractor's risks under the Contract (including, but not limited to, the risk of claims arising out of or related to the Contractor'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 in an adequate amount to cover all claims arising from or in connection with the Contractor's performance under the Contract;

(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 Contractor.

(b) The Contractor will maintain the insurance coverage referred to in Article 4.6(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 Contractor 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 Contractor's insurance required under this Article 4.6 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 Contractor will, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article 4.6.

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

Liability

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

5. Intellectual Property and Other Proprietary Rights; Data Protection; Confidentiality

Intellectual Property and Other Proprietary Rights

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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 including but not limited to patents, copyrights and trademarks, with regard to products, processes, inventions, ideas, know-how, documents, data and other materials ("Contract Materials") that (i) the Contractor 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 Contractor under the Contract. The Contractor 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 Contractor that pre-existed the performance by the Contractor of its obligations under the Contract, or that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract. The Contractor grants to UNICEF a perpetual, non-exclusive, royalty-free 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 Contractor will take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them (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 or in connection with the subject matter 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 Contractor 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 Contractor (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 Contractor's Confidential Information to the extent required pursuant to resolutions or regulations of its governing bodies.

5.4 Subject to Article 5.3, the Contractor 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 written authorization of UNICEF; nor will the Contractor at any time use such information to private advantage.

Data Protection and Security

5.5 The Parties agree that, as between them, all UNICEF Data, together with all rights (including intellectual property and proprietary rights), title and interest to such UNICEF Data, will be the exclusive property of UNICEF, and the Contractor has a limited, nonexclusive license to access and use the UNICEF Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. Except for the foregoing license, the Contractor will have no other rights, whether express or implied, in or to any UNICEF Data or its content.

5.6 The Contractor confirms that it has a data protection policy in place that meets all applicable data

protection standards and legal requirements and that it will apply such policy in the collection, storage, use, processing, retention and destruction of UNICEF Data. The Contractor will comply with any guidance or conditions on access and disclosure notified by UNICEF to Contractor in respect of UNICEF Data.

5.7 The Contractor will use its reasonable efforts to ensure the logical segregation of UNICEF Data from other information to the fullest extent possible. The Contractor will use safeguards and controls (such as administrative, technical, physical, procedural and security infrastructures, facilities, tools, technologies, practices and other protective measures) that are necessary and sufficient to meet the Contractor's confidentiality obligations in this Article 5 as they apply to UNICEF Data. At UNICEF's request, the Contractor will provide UNICEF with copies of the applicable policies and a description of the safeguards and controls that the Contractor uses to fulfil its obligations under this Article 5.7; provided that any such policies and description provided by the Contractor will be treated as the Contractor's Confidential Information under the Contract. UNICEF may assess the effectiveness of these safeguards, controls and protective measures and, at UNICEF's request, the Contractor will provide its full cooperation with any such assessment at no additional cost or expense to UNICEF. The Contractor will not, and will ensure that its Personnel will not, transfer, copy, remove or store UNICEF Data from a UNICEF location, network or system without the prior written approval of an authorized official of UNICEF.

5.8 Except as otherwise expressly stated in the Contract or with UNICEF's express prior written consent, the Contractor will not install any application or other software on any UNICEF device, network or system. The Contractor represents and warrants to UNICEF that the Services and Deliverables provided under the Contract will not contain any Disabling Code, and that UNICEF will not otherwise receive from the Contractor any Disabling Code in the performance of the Contract. Without prejudice to UNICEF's other rights and remedies, if a Disabling Code is identified, the Contractor, at its sole cost and expense, will take all steps necessary to: (a) restore and/or reconstruct any and all UNICEF Data lost by UNICEF and/or End Users as a result of Disabling Code; (b) furnish to UNICEF a corrected version of the Services without the presence of Disabling Codes; and (c) as needed, re-implement the Services.

5.9 In the event of any Security Incident, the Contractor will, as soon as possible following the Contractor's discovery of such Security Incident and at its sole cost and expense: (a) notify UNICEF of such Security Incident and of the Contractor's proposed remedial actions; (b) implement any and all necessary damage mitigation and remedial actions; and (c) as relevant, restore UNICEF's and, as directed by UNICEF, End Users' access to the Services. The Contractor will keep UNICEF reasonably informed of the progress of the Contractor's implementation of such damage mitigation and remedial actions. The Contractor, at its sole cost and expense, will cooperate fully with UNICEF's investigation of, remediation of, and/or response to any Security Incident. If the Contractor fails to resolve, to UNICEF's reasonable satisfaction, any such Security Incident, UNICEF can terminate the Contract with immediate effect.

Service Providers and Sub-Contractors

5.10 The Contractor will impose the same requirements relating to data protection and non-disclosure of Confidential Information, as are imposed upon the Contractor itself by this Article 5 of the Contract, on its service providers, subcontractors and other third parties and will remain responsible for compliance with such requirements by its service providers, subcontractors and other third parties.

End of Contract

5.11 Upon the expiry or earlier termination of the Contract, the Contractor will:

(a) return to UNICEF all of UNICEF's Confidential Information, including, but not limited to, UNICEF Data, or, at UNICEF's option, destroy all copies of such information held by the Contractor 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.

ANNEX A GENERAL TERMS AND CONDITIONS

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 Contractor breaches any of the provisions of Articles 5.2-5.11 (Confidentiality; Data Protection and Security); or
- (c) if the Contractor (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 Contractor, (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 Contractor to perform any of its obligations under the Contract.

6.3 In addition to the termination rights under Article 6.1 and Article 6.2 above, UNICEF can terminate the Contract at any time by providing written notice to the Contractor 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 on sixty (60) day's written notice to the Contractor without having to provide any justification.

6.4 As soon as it receives a notice of termination from UNICEF, the Contractor will take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum, and will not undertake any further or additional commitments as of and following the date it receives the termination notice. In addition, the Contractor will take any other action that may be necessary, or that UNICEF may direct in writing, in order to minimise losses or protect and preserve any property, whether tangible or intangible, related to the Contract that is in the possession of the Contractor and in which UNICEF has or may be reasonably expected to acquire an interest.

6.5 If the Contract is terminated by either Party, the Contractor will immediately deliver to UNICEF any finished work which has not been delivered and accepted prior to the receipt of a notice of termination, together with any data, materials or work-in-process related specifically to the Contract. If UNICEF obtains the assistance of another party to continue the Services or complete any unfinished work, the Contractor will provide its reasonable cooperation to UNICEF and such party in the orderly migration of Services and transfer of any Contract-related data, materials and work-in-process. The Contractor will at the same time return to UNICEF all of UNICEF's Confidential Information and will transfer to UNICEF all intellectual and other proprietary information in accordance with Article 5.

6.6 If the Contract is terminated by either Party no payment will be due from UNICEF to the Contractor except for Services and Deliverables provided to UNICEF's satisfaction in accordance with the Contract, but only if such Services and Deliverables were required or requested before the Contractor's receipt of the notice of termination or, in the case of termination by the Contractor, the effective date of such termination. The Contractor will have no claim for any further payment beyond payments in accordance with this Article 6.6, but will remain liable to UNICEF for all loss or damages which may be suffered by UNICEF by reason of the Contractor's default (including but not limited to cost of the purchase and delivery of replacement or substitute Services or Deliverables).

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

Force Majeure

6.8 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 Contractor (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 Without limiting the generality of Article 2 above, the Contractor 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 Contractor represents and warrants that no official of UNICEF or of any United Nations System organisation has received from or on behalf of the Contractor, or will be offered by or on behalf of the Contractor, any direct or indirect benefit in connection with the Contract, including the award of the Contract to the Contractor. Such direct or indirect benefit includes, but is not limited to, any gifts, favours or hospitality.

(b) The Contractor 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 Contractor 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 Contractor 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 Contractor, communicate with UNICEF, or present to UNICEF, about any matters that were within such former official's responsibilities while at UNICEF.

(c) The Contractor further represents that, in respect of all aspects of the Contract (including the award of the Contract by UNICEF to the Contractor and the selection and awarding of sub-contracts by the Contractor), 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 Contractor 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 Contractor 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 Contractor 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 Combating Fraud and Corruption. In particular, the Contractor 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 Combating Fraud and Corruption.

7.5 The Contractor 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 Contractor 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 Contractor 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 Contractor 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 Contractor 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 Contractor, 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

ANNEX A GENERAL TERMS AND CONDITIONS

entitle UNICEF to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

7.8 The Contractor 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 Contractor 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 Contractor with immediate effect upon written notice to the Contractor if: (i) UNICEF becomes aware of any incident or report that is inconsistent with, or the Contractor breaches any of, the undertakings and confirmations provided in this Article 7 or the equivalent provisions of any contract between UNICEF and the Contractor or any of the Contractor's Affiliates, or (ii) the Contractor 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 Contractor 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 Contractor 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 Contractor, UNICEF may at any time, exercise its right to terminate the Contract and any other contract between UNICEF and the Contractor.

(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 inspections, post-payment audits or 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 Contractor's compliance with the provisions of Article 7 above. The Contractor 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 Contractor's premises at reasonable times and on reasonable conditions in connection with making its Personnel and any relevant data and documentation available. The Contractor will require its sub-contractors and its agents, including, but not limited to, the Contractor'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 Contractor 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 Contractor 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 The Contractor 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 Contractor's rights or obligations under the Contract.

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

11.6 The Contractor 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.

11.7 The Contractor 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 Contractor and its Personnel and sub-contractors, the Contractor 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 prior written permission of UNICEF.

11.8 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.

11.9 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 Contractor will be valid and enforceable against UNICEF unless set out in a written amendment to the Contract signed by an authorised official of UNICEF.

11.10 The provisions of Articles 2.14, 3.8, 3.9, 4, 5, 7, 8, 9, 11.1, 11.2 and 11.7 will survive provision of the Services and delivery of the Deliverables and the expiry or earlier termination of the Contract.



ANNEX B
NON-DISCLOSURE AGREEMENT

Contract: 9203723
Access to Data - Confidentiality Obligations

Dear []

In order to facilitate the provision of the services to the United Nations Children's Fund (UNICEF) by your organization, (Contractor or you), under the contract identified in the Annex to this letter (the Contract), you have requested to have access to and to use certain non-public, proprietary data specified in the Annex (collectively, Government Data) belonging to the government identified in the Annex (the Host Government).

This letter is to confirm that UNICEF is willing to accept your request and facilitate your access to, and permission to use, the Government Data on the conditions set out below in this letter. All capitalized terms used but not defined in this letter have the meaning assigned to them in the Annex to this letter or in the Contract. The terms contained in this letter are in addition to, and not in replacement of, the terms of the Contract. This letter and the Contract will be construed and interpreted as complementary of one another.

- 1. Government Ownership. You accept and acknowledge that the Government Data is proprietary to the Host Government and that you will not claim any ownership or any other rights in the Government Data.
2. Confidential Information. For the purposes of the Contract, the Government Data is deemed to be UNICEF's Confidential Information (as defined in the Contract) and all of the provisions of Article 5 of the UNICEF General Terms and Conditions of Contract (Services) in the Contract apply to your access and use of the Government Data. You will take the Additional Security Measures described in the Annex to this letter.
3. Access. Your access and use is limited to the Government Data and no other data is being made available to you under this letter. UNICEF will make this Government Data available to you through the Access Modality described in the Annex to this letter. To the extent that such access is provided through access credentials (such as password protected means), you agree to treat all such access credentials as Confidential Information and to take all reasonable precautions to prevent unauthorized or accidental disclosure of such access credentials. You will not share such access credentials with any person except your Authorized Users.
4. Permitted Purpose Only. You will only use the Government Data for the Permitted Purpose specified in the Annex to this letter and no other purpose. You will not use the Government Data, and you will ensure that your Authorized Users do not use the Government Data, for any other purposes, including (but not limited to) developing analyses, publications, product or service offerings to third parties, without the express prior written consent of the Government and UNICEF.
5. Authorized Users. Access to the Government Data under this letter is limited to only your Personnel that are listed as an Authorized User in the Annex. You will be responsible for the compliance by your Authorized Users with the conditions on access set out in this letter. If you wish to amend the list of Authorized Users, you must obtain UNICEF's prior written consent before doing so and UNICEF will update the Annex to this letter and share the updated Annex with you for confirmation.
6. No Sub-license. The permission granted under this letter is limited to your organization only and does not extend to your Sub-Contractors or Affiliates. You may not assign or sub-license the permission granted to you under this letter. If you wish to share any Government Data with any Sub-Contractor or Affiliates, you need to obtain the prior written approval and clearance from UNICEF. Only those of your Sub-Contractors or Affiliates that sign a separate non-disclosure agreement with UNICEF can receive access to the Government Data.
7. Compelled Disclosure. In accordance with Article 5.3 of the UNICEF General Terms and Conditions of Contract (Services), if you receive a request for disclosure of Government Data under any judicial or law enforcement process, before you make the requested disclosure, you will give UNICEF sufficient notice of the request in order to allow UNICEF to have a reasonable opportunity to take protective measures or take such other action as may be appropriate and will notify the relevant authority of this.
8. Data Protection Standards. In accordance with Article 5.6 of the UNICEF General Terms and Conditions of Contract (Services), you confirm that you have a data protection policy in place that meets all applicable data protection standards and legal requirements and that you will apply such policy in the storage, use, processing, retention and destruction of the Government Data.
9. Segregation of Data. In accordance with Article 5.7 of the UNICEF General Terms and Conditions of Contract (Services), you will use reasonable efforts to ensure the logical segregation of the Government Data

from other information to the fullest extent possible. You will also use safeguards and controls (such as administrative, technical, physical, procedural and security infrastructures, facilities, tools, technologies, practices and other protective measures) that are necessary and sufficient to meet your confidentiality obligations as they apply to the Government Data.

- 10. Security Incident. In accordance with Article 5.9 of the UNICEF General Terms and Conditions of Contract (Services), you will immediately notify UNICEF if there is any actual, suspected or threatened unauthorized or accidental disclosure of the Government Data or other Security Incident affecting the Government Data and you will implement any all necessary damage mitigation and remedial actions.
11. Access Period; Termination. The access and permission given to you under this letter is limited to the Access Period. UNICEF may, but is not obliged to, agree to extend the Access Period upon your request. If you or any of your Authorized Users breaches any of the conditions set out in this letter, UNICEF may terminate your access to the Government Data and withdraw its permission for you to use the Government Data with immediate effect. UNICEF may also terminate the Contract in accordance with Article 6.2(b) of the UNICEF General Terms and Conditions of Contract (Services).
12. Return / Destruction of Data. When the Access Period ends, unless otherwise agreed with UNICEF and the Host Government, you will return to UNICEF all the Government Data, or, at UNICEF's option, destroy all copies of the Government Data held by any Authorized Users and confirm such destruction to UNICEF in writing.
13. Survival of Obligations. Your obligations under this letter will survive the expiry of the Access Period or termination of the access and permission granted under this letter.

Nothing in or related to this letter will be treated as a waiver of the privileges and immunities of the United Nations and its subsidiary organs, including UNICEF.

Please confirm your agreement with the conditions set out in this letter, on behalf of your organization, by signing, dating, and returning to us the enclosed copy of this letter. As soon as we receive the copy of this letter countersigned by you, we will facilitate the access to the Government Data described in this letter and your Access Period will begin.

We look forward to working with you for the fulfillment of the Contract.

Yours sincerely,

[]
[Name]
[Title]

CONFIRMED AND AGREED ON BEHALF OF :

Date:
Name:
Title:

TERMS OF REFERENCE

Summary

Title	Landscape Analysis of Positive Parenting Models and Practices in Rwanda
Purpose	The purpose of this assignment is to respond to the fragmented and uneven landscape of positive parenting initiatives in Rwanda by conducting a comprehensive and systematic mapping of existing practices, models, approaches, and guidelines related to positive parenting, with a deliberate focus on gender responsiveness, disability inclusive and age appropriateness across the child's lifecycle.
Type of consultancy: <ul style="list-style-type: none"> • Time-based • Delivery-based 	Delivery-based
Location	All districts of Rwanda
Duration	5 months
Start Date	TBD
Reporting to	UNICEF Rwanda and NCDA

1. Background

The Government of Rwanda has demonstrated a strong and ongoing commitment to fostering positive parenting and ensuring that families and children are central to the country's development agenda. This commitment is articulated through the National Strategy for Transformation (NST II), which explicitly prioritizes strengthening family resilience, fostering family unity, and enhancing child protection such as fundamental pillars for building human capital and ensuring a prosperous, equitable society. Central to this Vision is the promotion of gender equality within families, recognizing the distinct and complementary roles of mothers, fathers, and other caregivers in nurturing and protecting children. Rwanda's policy and legal framework encourage shared parenting responsibilities and equal participation of men and women in caregiving and decision making. This vision is supported by a robust framework of policies, programs, and initiatives implemented under the guidance of the Ministry of Gender and Family Promotion (MIGEPROF) and the National Child Development Agency (NCDA).

A range of targeted, context-specific, and often geographically limited positive parenting approaches, models, programmes, and guidelines currently exist in Rwanda. However, these initiatives have not been systematically identified, mapped, or analyzed to assess their strengths, weaknesses, gaps, scalability and alignment with national priorities. Such analysis is essential to inform the development of an evidence based, nationally coherent and lifecycle-wide positive parenting framework

For instance, in 2019, UNICEF provided strategic support to the Government of Rwanda to develop comprehensive positive parenting guidelines and a national parenting curriculum covering the prenatal through early childhood (0–6 years). These efforts align with National Early Childhood Development Policies

and standards, emphasizing nurturing care, children's rights and parental responsiveness. The *Sugira Muryango* or 'Strengthen the Family' program exemplifies this integrated approach; it is an evidence-based home-visiting intervention designed to reduce family violence and promote early childhood development for children aged 6 to 36 months, while strengthening caregiver skills and family functioning.

Beyond early childhood, Rwanda has made notable progress through initiatives such as the Responsible, Engaged, and Loving (REAL) Fathers program implemented by Plan International, which promotes responsible, engaged and non-violent fatherhood, transform household gender norms and fosters positive family dynamics.

Similarly, Rwanda men's resource center (RWAMREC)'s *Bandebereho programme* that engages Rwandan men as partners and fathers to promote gender equality, positive parenting, and violence prevention.

Through structured weekly sessions led by community health workers, the programme has demonstrated strong evidence of impact, including reductions in intimate partner violence, improved mental health outcomes, and increased shared caregiving and joint decision-making within households.

Additionally, the *Inshuti z'Umuryango* or 'Friends of the Family' program utilizes community-based paraprofessional volunteers to protect children from neglect, abuse, and exploitation; since its inception in 2016, IZU has served as the frontline of Rwanda's child protection system at the local level, linking families with services and promoting positive caregiving practices. Other relevant parenting related are embedded within mental health and psychosocial services support provided by Rwanda Biomedical Centre, Imbuto Foundation, and other stakeholders within the health and social services sectors.

2. Justification

While the above programs demonstrate significant progress, important gaps remain. There is a limited availability of targeted structured, and evidence-informed positive parenting support for children and adolescents aged six to eighteen years. (six years up to 18 years). Additionally, Rwanda currently lacks a comprehensive, nationwide parenting strategy and guidance that spans the full lifecycle of the child, from birth through adolescence. Gender-specific challenges persist, including limited and inconsistent engagement of fathers in parenting programs, unequal caregiving burdens on mothers, and the absence of tailored approaches that address the distinct needs of boys and girls at different developmental stages. In this context, there is an urgent need to systematically map, document and analyse existing parenting models, approaches, and practices across Rwanda using gender responsive and life cycle lenses. The mapping also considers new developments that may enable or bring new challenges to parenting such parenting in digital era. Rwanda's rapid digital transformation, marked by increased access to mobile devices, internet connectivity, and digital platforms, is reshaping family dynamics and parenting practices. While digital Technology offers opportunities to enhance learning, access to information, and child protection, they also introduce new risks for children, including excessive screen time, online exploitation, cyberbullying, and data Privacy concerns, and exposure to age-inappropriate content. Caregivers are increasingly required to navigate these complexities with limited guidance.

Currently, there is limited context-specific evidence on how parents and caregivers in Rwanda perceive,

regulate, and support children's digital engagement across different socio-economic and geographic contexts. Disparities in access, digital literacy, and resources further influence these practices. Addressing this evidence gap is critical to informing responsive, future-oriented, and inclusive positive parenting policies and programmes. In addition, developing a comprehensive compendium of successful practices will serve as a critical foundation for the formulation of scalable, nationally endorsed positive parenting guidance and standards. Importantly, this process will ensure that future national guidance is grounded in Rwandan cultural values, community realities, and home-grown solutions, thereby enhancing ownership, relevance, and sustainability.

This assignment aims to provide the evidence and analysis necessary to support the NCD and MIGEPROF in developing and implementing a comprehensive nationwide, lifecycle-wide positive parenting framework and associated guidance and curricula ensuring that all children in Rwanda are supported by nurturing, safe, and gender-responsive caregiving environments from birth through adolescence.

3. Objectives

The purpose of this assignment is to respond to the fragmented and uneven landscape of positive parenting initiatives in Rwanda by conducting a comprehensive and systematic mapping of existing practices, models, approaches, and guidelines related to positive parenting, with a deliberate focus on gender responsiveness, disability inclusive and age appropriateness across the child's lifecycle. This includes identifying how different parenting strategies engage and support mothers, fathers, and other caregivers, and how they address the distinct needs of boys and girls across various stages of development from early childhood through adolescence (6–18 years).

The mapping will be complemented by an in-depth analysis using an agreed methodology and analytical framework to assess the effectiveness, coverage, strengths, limitations, and scalability of identified practices. The findings will be synthesized into a comprehensive national compendium of positive parenting approaches and practices in Rwanda.

The assignment will further examine emerging dimensions of parenting in the digital age, including caregivers' management of children's exposure to digital technologies and online environments. The analysis will assess age-specific opportunities and risks associated with digital engagement and their implications for children's learning, behaviors, social relationships, and protection.

Findings will generate evidence on digital parenting practices in Rwanda, including levels of access, usage patterns, caregiver awareness, and strategies used to promote safe, balanced, and developmentally appropriate technology use. This evidence will inform the integration of digital parenting considerations into the national positive parenting framework and guidance.

This evidence base will support the National Child Development Agency (NCD) and relevant government institutions in assessing the current landscape of positive parenting in the country, identifying key gaps, strengths, opportunities and informing national policy dialogue for national guidance, standards setting and scale-up of effective and culturally grounded interventions.

Building on the mapping and analysis, the subsequent phase of the assignment will focus on strengthening national systems to deliver age- and gender-responsive parenting support and care standards across sectors and service delivery platforms. This includes the development of a comprehensive, nationwide set of positive

parenting guidance and care standards that spanning all ages and stages of the child's lifecycle (birth to 18 years old), ensuring holistic and lifecycle-based approach and gender-responsive to parenting support that is aligned with national priorities and institutional mandates and can be integrated within district and community-level systems across Rwanda.

The specific objectives of the assignments:

Objective 1: Comprehensive review and mapping of parenting approaches

To conduct a nationwide review and systematic mapping of existing inclusive parenting policies, programs, models, and practices (formal and informal) in Rwanda, across the child lifecycle, ensuring age, gender, and disability, disaggregated data collection, documentation of evaluations, and categorization by geographic coverage, target populations, and implementation modalities.

Objective 2: Analytical assessment and development of a National Compendium

To analyze identified parenting models and practices using an agreed gender- and child rights, responsive analytical framework to assess their effectiveness in preventing violence against children, promoting nurturing care and positive discipline, and addressing caregiver roles and barriers; and to produce a comprehensive national compendium with strategic, evidence-based recommendations for scale-up, integration, and policy strengthening.

Objective 3: Co-creation, validation, and capacity strengthening for a National Framework

To collaboratively develop with the National Child Development Agency and Ministry of Gender and Family Promotion a culturally grounded, lifecycle-wide national positive parenting framework; validate it with stakeholders; and strengthen implementation capacity through the development of a trainer's manual and a national training and sensitization plan for government and partner institutions

4. Description of the assignment (Scope of work and methodology) / Specific Tasks

Scope of the assignment

The institutional consultant will carry out the quantitative and qualitative research, serving as the lead research institution responsible to conduct the land scape analysis on parenting models and practices in Rwanda including oversight of data collection, analysis, and reporting in close coordination with UNICEF, NCDA and national stakeholders, ensuring the production of rigorous evidence and alignment with national priorities on parenting. This includes refining and operationalizing the research design developed during the inception phase, piloting and final validating tools, sampling methods, and quantitative and qualitative data collection tools, and providing overall technical leadership for the research.

Research findings will be translated into actionable recommendations for expanding inclusive parenting systems in Rwanda.

Key Tasks:


- Conduct a comprehensive review of existing policies, guidelines, programs, models and practices related to inclusive positive parenting in Rwanda, including stakeholder consultations to gather

contextual insights. Ensure the review captures age and gender-specific approaches, challenges, and outcomes. Both formal and informal community-based and institutional models should be reviewed.

- Systematically map all identified practices, approaches, and initiatives across the child's lifecycle, categorizing them by age group, geographic coverage, target populations and implementation modalities. Ensure that full data is collected (and disaggregated by sex, disabilities and age where applicable) regarding any evaluations, assessments or other reviews completed of the parenting approaches.
- Analyze the mapped practices using an agreed methodology and analytical framework incorporating gender and child rights analysis to assess how different parenting models prevent violence against children, promoting nurturing care and positive discipline address the roles, needs and barriers faced by mothers, fathers, and other caregivers. This analysis should identify strengths, weaknesses, gaps, overlaps, and opportunities for scale-up and integration within national and district plans
- Identify existing programmes, tools, or guidelines addressing digital parenting, online child protection, or caregiver digital literacy.
- Develop a comprehensive national compendium, documenting identified parenting models, practices and approaches (formal and informal), including descriptions, success factors, challenges, and lessons learned. This compendium needs to capture all elements of each parenting models, practices and approaches, both formal and informal. Bring together findings into strategic and actionable recommendations for strengthening and expanding including positive parenting practices and policies nationwide ensuring that the applicability to prevent violence, promotion of gender equality and the empowerment of caregivers of all genders are central to the recommendations.
- Integrating digital parenting into national positive parenting guidance. This means embedding strategies that help families navigate the challenges and opportunities of raising children in a technology-driven world within the broader framework of nurturing, supportive parenting practices. By doing so, governments and institutions can ensure that parents are equipped not only with traditional skills such as fostering emotional resilience, empathy, and healthy communication but also, with the ability to guide children's online behavior, promote responsible use of digital tools, and safeguard against risks like cyberbullying or excessive screen time. This integration strengthens national parenting frameworks by aligning them with the realities of modern

childhood, encouraging parents to model balanced digital habits, cultivate critical thinking in their children, and leverage technology as a resource for learning and connection, while maintaining the core values of warmth, consistency, and positive discipline.

- In close collaboration with NCD and MIGEPROF apply a co-creation methodology to draft a comprehensive, lifecycle-wide national positive parenting guidance/framework document, which is rooted in Rwandan culture and values, adaptable, and aligned with existing policies and systems ensuring that the framework nurtures shared parenting and caregiving responsibilities and addresses gender-specific needs and barriers.
- Validate the draft framework and compendium with key stakeholders, incorporate feedback, and finalize the documents for official use.
- Support capacity-building and system strengthening efforts by developing a trainer's manual as well as training and sensitization plan for relevant government and partner stakeholders on the use and dissemination of the compendium and guidelines.
- Any other tasks as required.

Tasks/Milestone:	Deliverables/Outputs:	Timeline	Payment Schedule
<p>unicef </p> <p>for every child</p> <p><i>Inception Report and Workplan:</i></p> <ul style="list-style-type: none"> • Develop and present the inception report and workplan for approval. • Revise based on feedback. • Finalize methodology and stakeholder engagement strategy. 	<ul style="list-style-type: none"> • Detailed workplan outlining methodology with data collection tools, including those for capturing caregiver practices related to digital parenting, child usage patterns, access disparities, and risk mitigation strategies, key activities, stakeholder engagement plan, and timeline. 	30 May 2026	20%
<p><i>Policy, models, and practice review and stakeholders' consultations:</i></p> <ul style="list-style-type: none"> › Conduct desk review and stakeholder interviews. › Review existing programmes, tools, and guidelines on digital parenting. › Collect data and contextual information from key stakeholders. › Prepare a comprehensive review report. 	<ul style="list-style-type: none"> • Report summarizing existing policies, guidelines, programs, models, and stakeholders' data. <p>The report should also highlight existing digital parenting practices both in physical and digital environment.</p>	20 June 2026	
<p><i>Mapping and analysis of practices, approaches, models and initiatives:</i></p> <ul style="list-style-type: none"> › Identify and document all relevant practices and programs. › Categorize initiatives by age group, geographic location, target population, and implementation modality. › Apply agreed methodology to analyse practices. <p><i>Identify key areas for scale-up, adaptation, and integration development of practice compendium and symposium on parenting:</i></p> <ul style="list-style-type: none"> › Compile detailed documentation of all practices. › Highlight culturally rooted and scalable models. › Incorporate feedback and finalize the compendium. › Organize and facilitate a parenting symposium to validate the compendium and showcase evaluated models, and best practices on parenting. 	<ul style="list-style-type: none"> • Mapping and analytical report categorizing practices, approaches, and initiatives across the child's lifecycle and assessing strengths, weaknesses, gaps, overlaps, and opportunities. <p>The analysis reflects the practices in physical and digital world.</p>	20 July 2026	20%
<p><i>Development of practice compendium and symposium on parenting:</i></p>	<ul style="list-style-type: none"> • Draft and final practice compendium such as a digital library, including descriptions, success factors, challenges, and lessons 	10 August 2026	

<ul style="list-style-type: none"> Compile detailed documentation of all practices. Highlight culturally rooted and scalable models. Incorporate feedback and finalize the compendium. Organize and facilitate a parenting symposium to validate the compendium and showcase evaluated models and best practices on parenting. 	<p>learned and organize/facilitate a validation symposium for the compendium.</p>		
<p><i>Drafting of positive parenting guidelines/framework:</i></p> <ul style="list-style-type: none"> Collaborate with NCDA and MIGEPROF to develop the draft guidelines. 	<ul style="list-style-type: none"> Draft lifecycle-wide positive parenting guidance/framework document rooted in Rwandan culture. <p>The draft also addresses parenting challenges linked to digital technologies.</p>	10 August 2026	30%
<p><i>Validation, finalization, and approval</i></p> <ul style="list-style-type: none"> Conduct validation workshop with key stakeholders. Incorporate feedback and finalise documents. 	Validated and finalized guidelines and compendium, ready for dissemination and implementation.	25 August 2026	30%
<p><i>Capacity Building and dissemination</i></p> <ul style="list-style-type: none"> Develop a facilitator's guide and training/sensitization plan for NCDA and MIGEPROF to roll-out. 	<ul style="list-style-type: none"> Facilitator's guide Developed. Training/sensitization plan for NCDA and MIGEPROF developed and validated. 	30th September 2026	
Estimate Budget	Daily rate:		
Travel International (if applicable)	Consultant to make a proposal based on at least 2 missions to Rwanda based on a lump sum amount of 4,000 USD		
Travel Local (please include travel plan)	Negotiate this to a flat rate		
DSA (if applicable)	Negotiate this to a flat rate		
Total estimated consultancy costs¹			USD 40,000
Budget Year: 2025-2026	Requesting Section/Issuing Office: Child Protection Section	Reasons why consultancy cannot be done by staff: Requires expertise and time not available at present in the Office.	

7. Reporting requirements and taking instructions

The Institutional Consultant will be administratively responsible to UNICEF Rwanda while receiving technical direction from NCDA, and technical inputs from relevant government institutions and civil societies, the Parenting task force (comprising, NCDA, ECD Technical Working Group (ECD TWG) and Child Protection TWG). The ECD and Child protection TWGs will play a key role in providing technical guidance to the institutional consultants, and this engagement will lead to stakeholder engagement and ownership of the consultancy results. This includes providing technical advice and support on research design, data collection methods, and interpretation of findings to inform inclusive early learning policy briefs and advocacy messages.

The consultant must create a comprehensive work plan outlining team roles, responsibilities, and communication protocols, including how UNICEF and government counterparts will be regularly updated on progress.

All deliverables will remain the copyright of UNICEF, NCDA and MIGEPROF have the right to adapt and use all materials produced for policy and programme purposes.

Regular reporting will include:

- Regular progress reports to UNICEF Rwanda.
- Technical updates and validation meetings with government stakeholders.
- Final submission of datasets, documentation, reports and case studies in agreed formats.

8. Management of the consultancy

The Institutional consultant will be contracted by UNICEF Rwanda and work under its supervision, with strategic guidance NCDA and MIGEPROF.

The consultant will:

- Collaborate closely with relevant government institutions (MIGEPROF, MINEDUC, NCDA) to align the research with national priorities.
- Use their logistical resources, including transport, field equipment, and ICT infrastructure.
- Maintain close coordination with civil society organizations (CSOs) supporting parenting programs.

UNICEF will oversee contract performance, coordinate reviews of deliverables, and facilitate linkages with existing structures supporting parenting programs.

9. Location and duration

The consultancy will be Rwanda-based, with an expected duration of 6 months (March 2026-August 2026).

The consultant will ensure a consistent in-country presence during the duration of the contract. Fieldwork will focus on all districts in Rwanda, and deliberate efforts will be made to ensure the inclusion of refugees, persons with disabilities and other vulnerable groups.

10. Payment Schedule

The total contract value will be based on the best value for money and technical proposal among the bidders, to be disbursed in instalments upon satisfactory delivery and approval of key outputs, as follows:

20 % upon submission and approval of the inception report, Policy, Models, and Practice Review and Stakeholder Consultations, Mapping and analysis of Practices, Approaches, Models and Initiatives.

20% Upon the development of Practice Compendium and symposium on parenting,

30% Upon Validation of Positive Parenting Guidelines/Framework, and Validation, Finalization, and Approval.

30% Upon the completion of the Capacity Building and dissemination and the submission of the final comprehensive landscape analysis report of parenting practices and models in Rwanda.

Qualification requirements.

Education:

The required qualifications and skills

The consultant must possess at least a master's degree in law, child rights, social work, other social sciences, or any other Child Specific qualifications. Specialization relevant to the child protection sector is essential.

Experience:

Professional experience

- At least 10 years of professional experience in positive parenting, child protection, and related fields, preferably within a child focused international organization or equivalent context.
- Familiarity with community-based positive parenting approaches and child protection case management in Rwanda or similar regional settings is essential.
- Experience in developing policies, strategies, or frameworks related to positive parenting, family resilience, and child safeguarding at a national level, with at least five successful policies or strategies developed or adapted across broad contexts.
- Demonstrated ability in operationalizing international normative frameworks on child protection and positive parenting within national policies and programs.
- Familiarity with Rwanda's legal system and child protection and family support systems is an added advantage.
- Proven experience working with government agencies, civil society, and other stakeholders in public sector development programs, especially in areas related to capacity building, policy formulation, and program implementation in positive parenting and child protection.

Skills and Competencies:

- Ability to work independently, with minimal supervision, while maintaining high-quality standards.
- Extensive experience with child protection and positive parenting frameworks and workforce capacity development.
- Excellent written and spoken communication skills in English, with an ability to effectively convey complex ideas and strategies related to positive parenting and child protection.
- Result-oriented team player with high levels of enthusiasm, tact, professionalism, and integrity.
- Strong interpersonal skills for engaging with government officials, development partners, and community stakeholders.
- Proven ability to draft policies, guidelines, and training materials related to positive parenting and child protection.
- Skilled in facilitating stakeholder meetings, workshops, and training sessions effectively.
- Evidence of successfully completing similar assignments within governments, nonprofits, or private institutions focused on family resilience, positive parenting, and child safeguarding.
- Experience in research, policy development, program management, and evaluation related to family support, positive parenting, and child protection initiatives.

Each team member should also demonstrate

- x. **Ethics:** All Institutional Consultants must demonstrate adherence to ethical standards in research involving children and communities, including data protection, informed consent, and cultural sensitivity.
- xi. **Language Ability:** Fluency in English is required for all team members. Working knowledge of Kinyarwanda and/or French is a distinct advantage. Capacity to produce research outputs and presentations in both English and Kinyarwanda is strongly preferred to ensure accessibility for national stakeholders.

12. Evaluation criteria

A two-stage procedure shall be used to evaluate proposals, starting with the technical proposal and followed by the financial proposal. Evaluation of technical proposals will account for 70 percent of the weighting, and the financial proposal will account for 30 percent. The cumulative weighted average of the two proposals will then be used to determine the best value-for-money proposal.

The technical proposal

The Institutional Consultant will be required to submit a proposal outlining the tasks and deliverables in accordance with the ToR. The proposal should include:

- i) Description of experience, reflecting why the consultancy team composition is well-suited to fulfil this scope of work.
- ii) Role distribution amongst the consultancy team should be precise, with an indication of a team lead and technical team members.
- iii) The Technical Proposal shall also include updated CVs of all members.
- iv) Approach and methodology with a detailed breakdown of ways to approach tasks, with a related timeline aligned to the scope of the consultancy.

The financial proposal

The financial offer should include a cost breakdown of consultancy fees, travel, the daily subsistence allowance (DSA), and any other costs incurred during fieldwork in Rwanda. The proposal should include a breakdown of prices for each component of the proposed work, with clear indications of quantities, unit prices, and totals. **The financial proposal shall be submitted in a separate file, clearly named "Financial Proposal"**. No financial information should be included in the technical proposal, as this will result in cancellation of the proposal. Financial Proposals should be filled out as per the table below:

Table 2

<i>Deliverable</i>	<i>Number of person /days</i>	<i>Delivery timeline</i>	<i>Cost</i>
Total			

Mandatory Requirement: All Institutional Consultant applicants must provide their audited two-year financial statements.

A two-stage procedure shall be utilized in evaluating proposals:

I. Technical evaluation of proposals

Evaluation of technical proposals will represent 70 percent of the total weighting.

II. Financial evaluation of proposals

Financial proposals whose technical proposals meet technical expectations will be assessed to determine a consolidated score for the overall proposal, based on which the offer will be made to the qualified Institutional Consultant. The financial criteria will represent 30 percent of the weighting.

The overall criteria for evaluation will be as follows:

TABLE 3;

Technical criteria (70%)	Sub-elements	Sub score	Total score
1. Proven technical expertise in child protection and parenting safeguarding programming.	Demonstrated experience in child protection, prevention and response.	10	20
	Track record of supporting parenting programs.	10	
2. Proven experience in partnering with governments or civil society organizations on parenting research or assessments.	Demonstrated collaboration with the government or civil society organizations in child protection sector.	10	20
	Practical experience in conducting related inclusive parenting assessment/research.	10	
3. Familiarity with Rwanda's child protection legal policy strategic framework and National parenting curriculum.	Knowledge of national child protection frameworks.	5	10
	Evidence of practical application child protection frameworks and alignment with local priorities.	5	
4. Team composition and qualifications	Relevant qualifications of key team members and local expertise, and a multidisciplinary team including designers, data analysis, data collection experts, writing skills.	20	20
Financial criteria (30%)	Overall cost of the proposal (15) Clarity, justification, and cost-effectiveness of budget (15)	30	30
Total			100

The financial proposal will be opened only for those entities whose technical proposal has met the minimum technical threshold of 50 points out of a maximum obtainable score of 70 points and have been determined to be compliant.

Non-compliant proposals will not be eligible for further consideration.

The contract shall be awarded to the proposal with the highest overall score, calculated by adding the technical and financial proposal scores.

The contract will be awarded to the institutional applicant with the highest combined technical and financial scores. Proposals that do not comply with the terms and conditions outlined in this ToR, including the submission of all required information, may be considered non-responsive and will not be further evaluated.

Confidentiality

Unless otherwise specified, the consultant shall keep confidential all information and documentation being shared by UNICEF Rwanda and other partners.

Contract management and administrative matters

UNICEF will finalize the contract and pay the institutional consultant in accordance with the terms of the agreement, pending NCDA/MIGEPROF approval of the deliverables.

The institutional consultant will be responsible for all logistical arrangements related to this contract. UNICEF will coordinate with /NCDA MIGEPROF to provide a letter of support to facilitate visa acquisition and support field visits when needed. Other expenses, such as international and local travel, visas, banking or cash services, and office space and equipment (including computers and photocopiers), will be the responsibility of the institutional consultant.

13. Administrative Issues, including Institutional Consultant's Workplace and Travel

The Institutional Consultant will include a comprehensive cost in the financial proposal, covering all expenses related to the assignment, including travel to Rwanda if the Institutional Consultant is based outside the country. Office space or electronic equipment will not be provided to the Institutional Consultant. The nature of the work does not require such facilities.

14. Policy Issues

- i) No activities may commence unless both UNICEF and the Institutional Consultant sign the contract.
- ii) The Institutional Consultant will not have supervisory responsibilities or authority over the UNICEF budget.
- iii) UNICEF will conduct reference checks (persons/institutions) for feedback on services provided by the bidding Institutional Consultant.

Qualified institutions are requested to submit a full proposal comprising two separate parts (technical and financial) to Rwasupply@unicef.org.

Costs indicated are estimated. Final rate shall follow the "best value for money" principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.